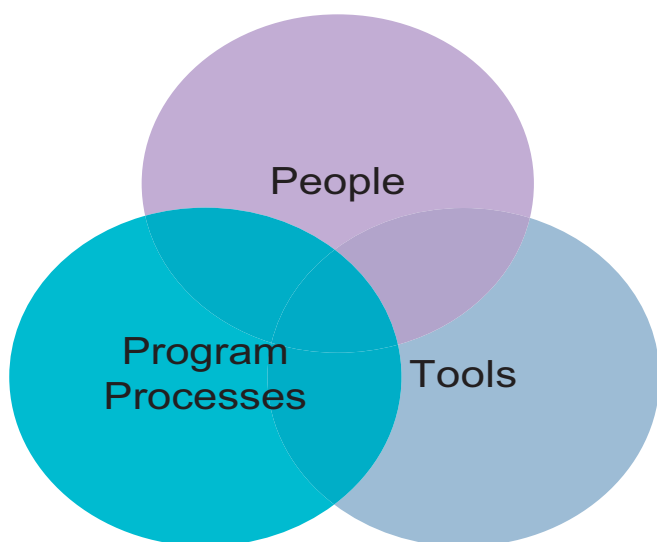




ORGANIZATIONAL PROJECT MANAGEMENT

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What is Organizational Project Management?

The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

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PEOPLE	PAGE 2
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U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

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U.S. DEPARTMENT OF VETERANS AFFAIRS

P R O G R A M

Project Management Process

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What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

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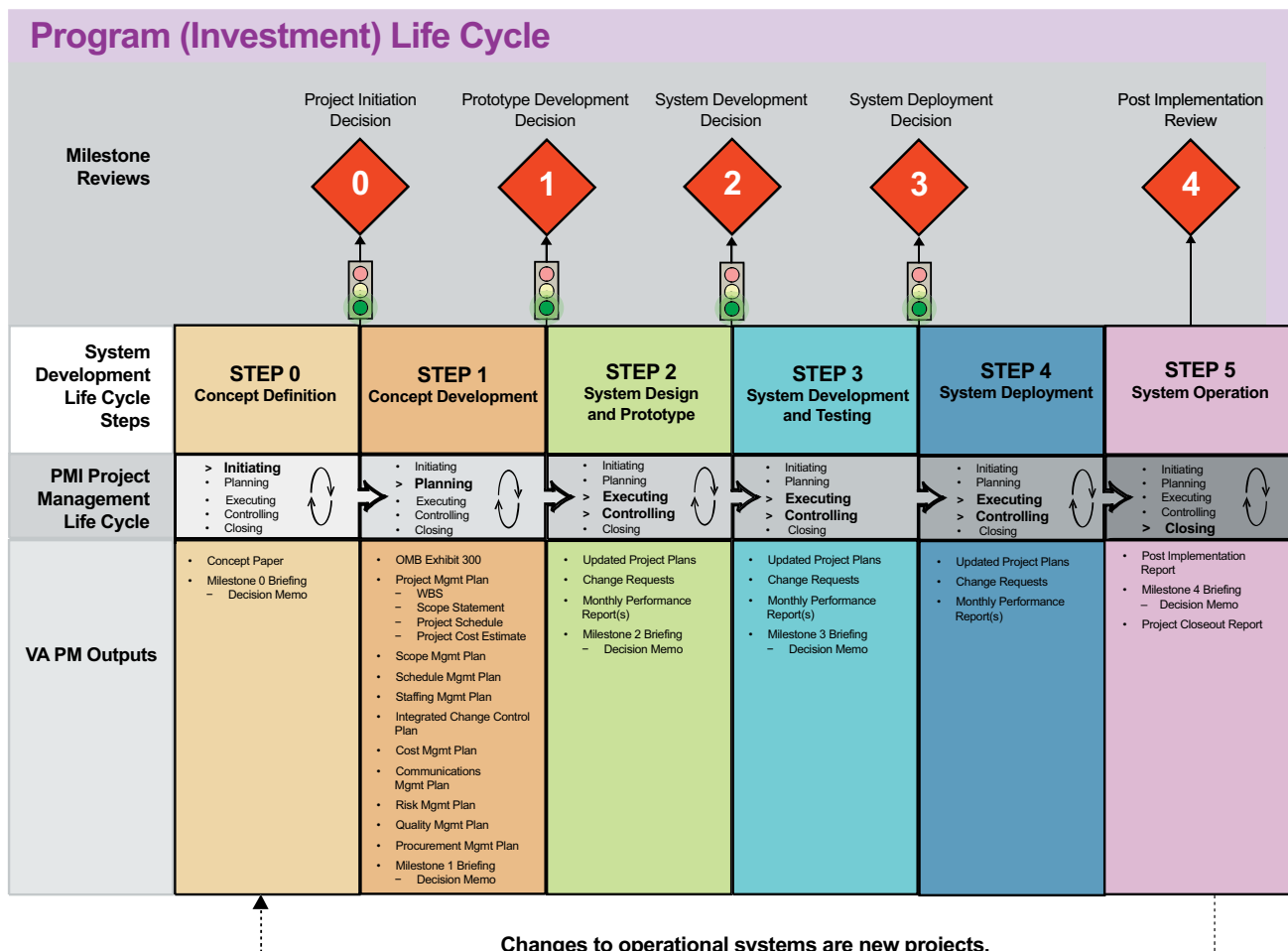
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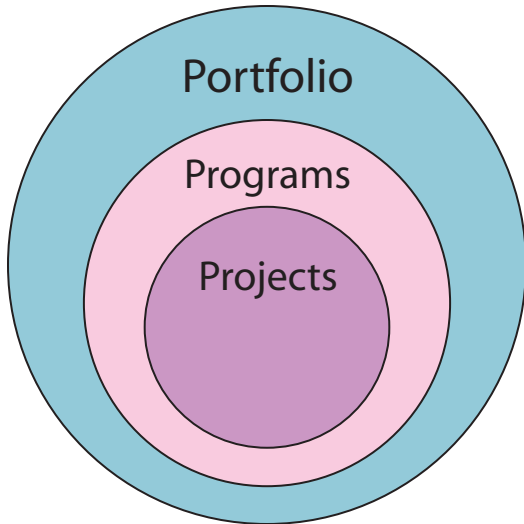
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VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

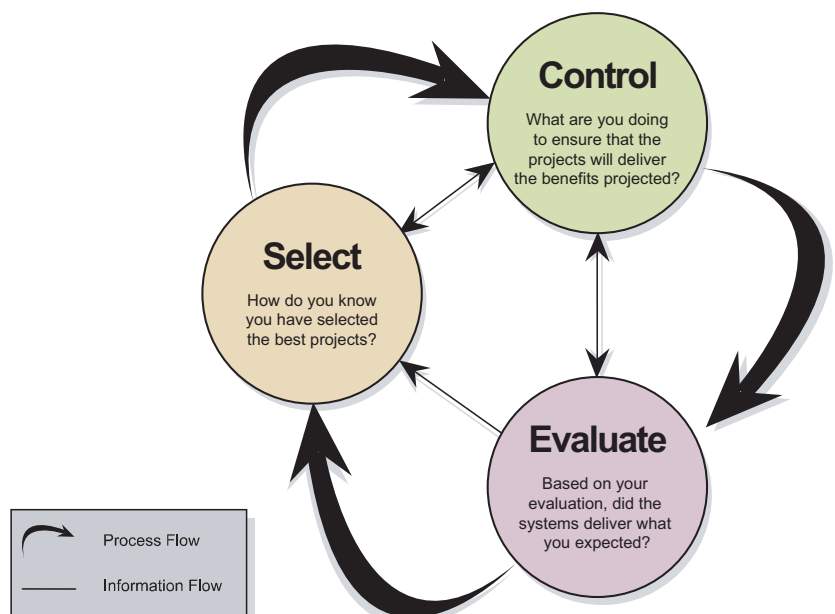
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VA has established an investment review and approval hierarchy. The review and approval process uses an Enterprise Information Board (EIB) to make decisions on IT investments, by selecting those projects that will be funded (i.e., **select**). The EIB is chaired by the Department's CIO/ Assistant Secretary for Information and Technology, and its members include the Deputy CIO for VA, Deputy CIOs from each administration, and representatives from VA's business and technical communities. The EIB also reviews project performance on a regular basis as the initiative progresses through the IT Project Management Framework (i.e., **control**). A post-implementation review evaluates the project's history and lessons learned to identify training requirements and knowledge to be used by future project teams to identify and mitigate risks, refine estimating parameters, and improve project management (i.e., **evaluate**).

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



U.S. DEPARTMENT OF VETERANS AFFAIRS

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VA uses tools and techniques to gather, analyze and manage data generated by project management related processes. Primavera's TeamPlay® has been selected as the project management software for managing VA projects (i.e, OMB 300-level IT projects). TeamPlay® is a unified project process and resource management software that offers the combined benefit of managing projects, building and using standard methodologies, and efficiently leveraging resources to deliver projects on-time, on-budget, and within scope.

Primavera TeamPlay - Project Manager: WEBITEMP-NEW (Internet/ Intranet Temp for Web Implementation)

File Edit View Project Enterprise Tools Admin Help

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Layout: Classic WBS Layout Filter: All Activities

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Portfolio: All Projects | User: oisrai | Data Date: 12-02-03 | Access Mode: Shared | Baseline: Cu

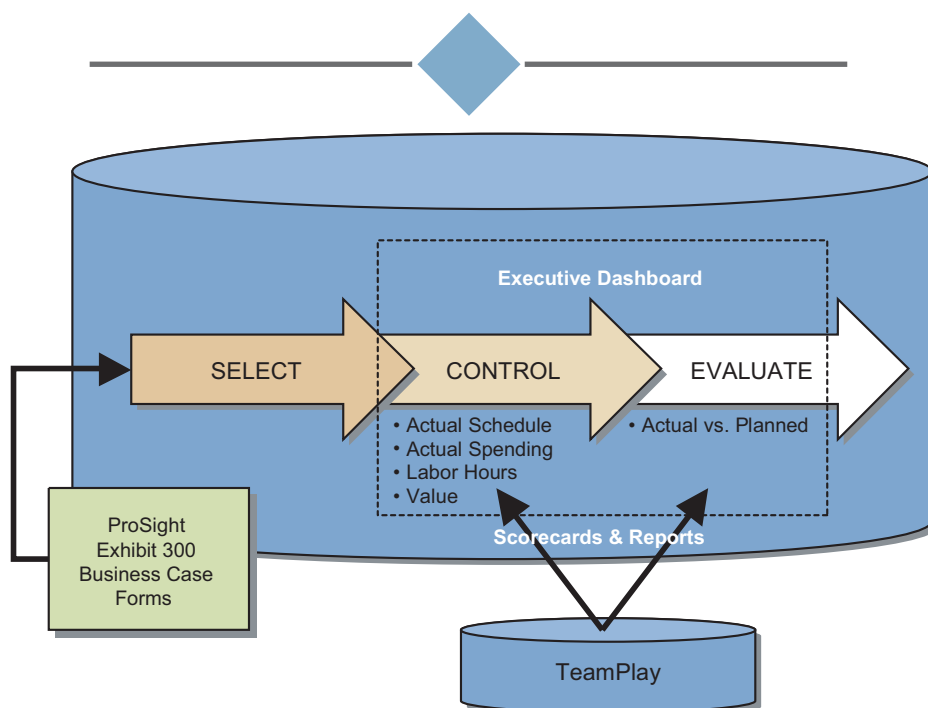
Start | Citrix(R) NFuse(TM) Class... | 3:33 PM

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Rick Chapman		NCA
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810 Vermont Avenue, NW
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(202) 273-8127

vavww.va.gov/oit/cio/itplanning/

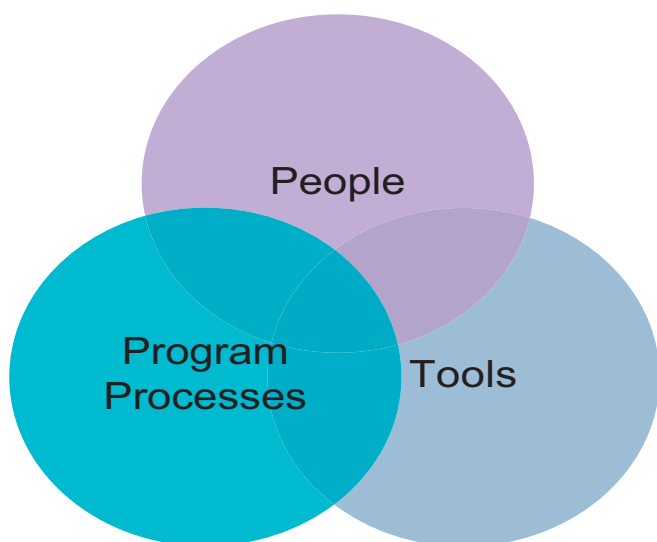
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



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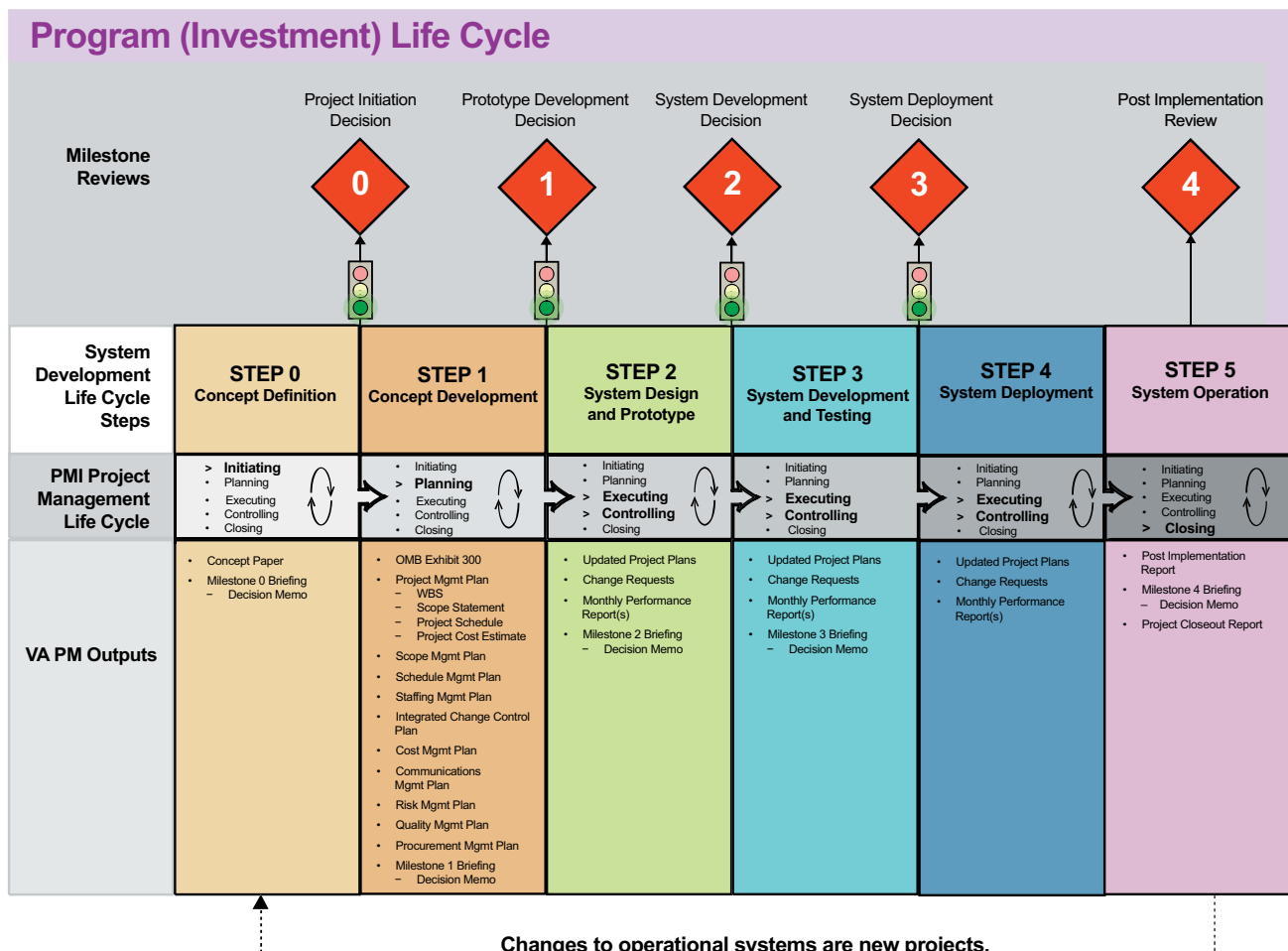
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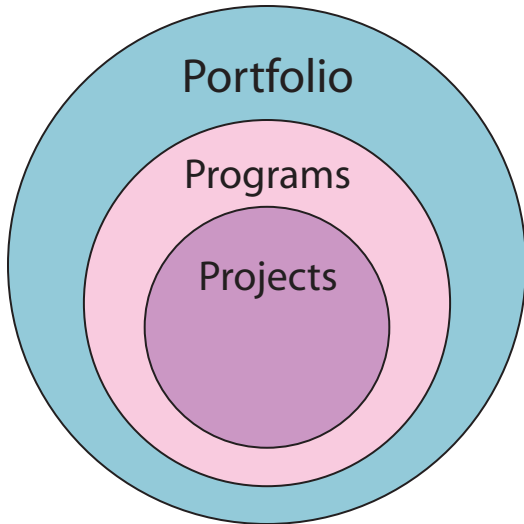
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PROCESSES



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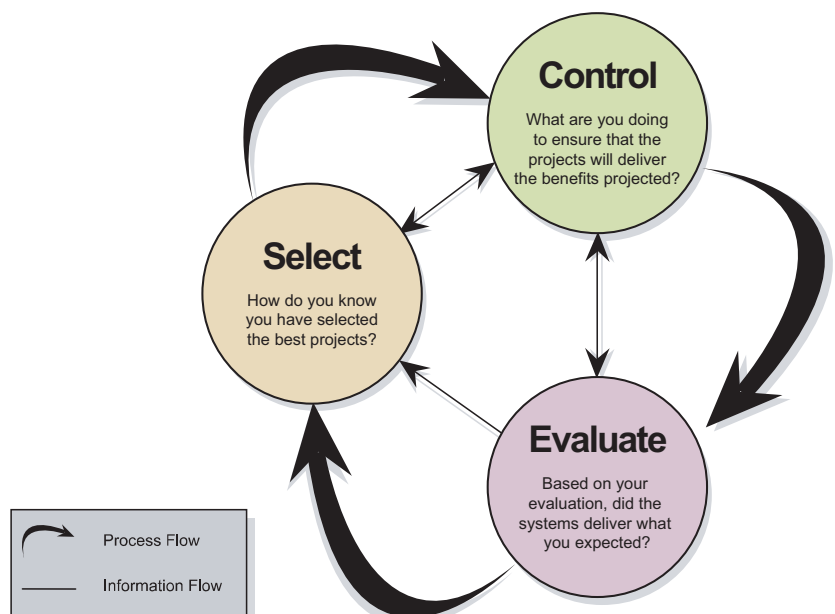
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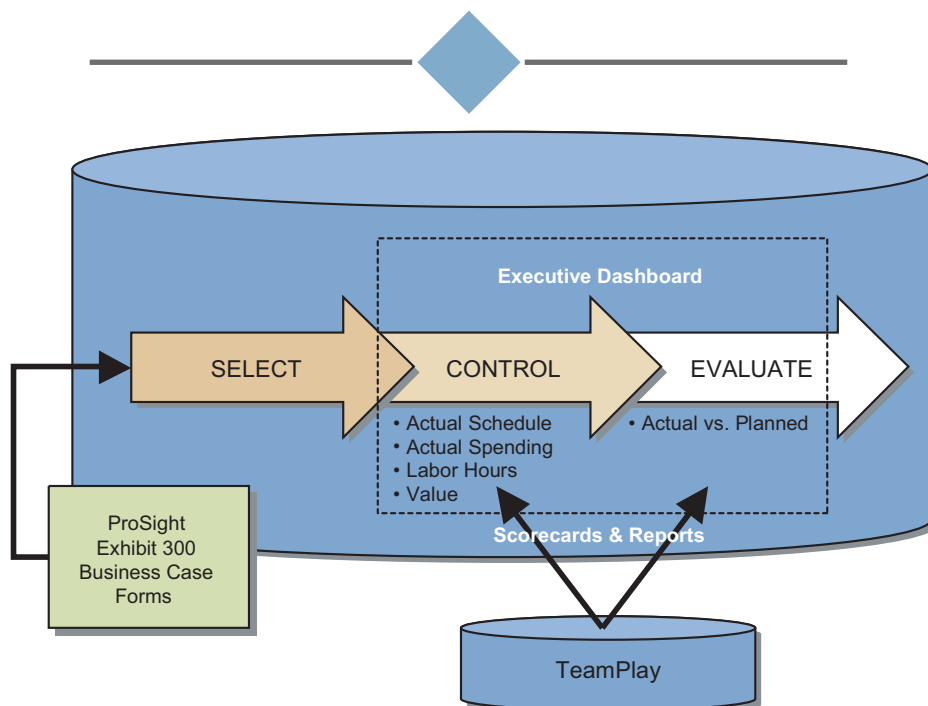
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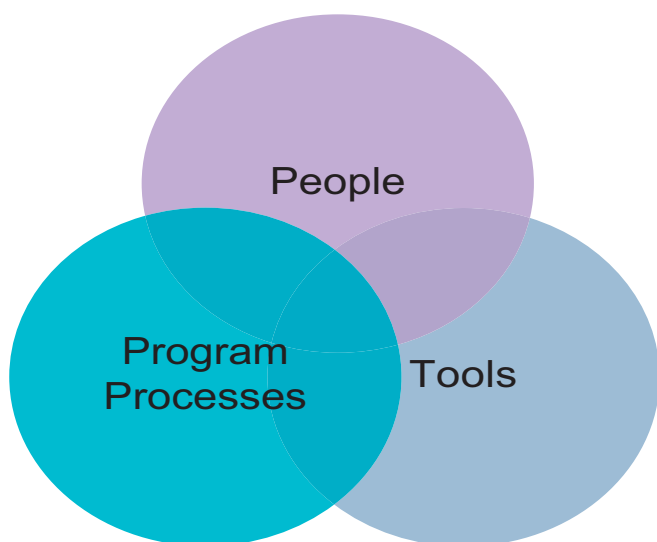
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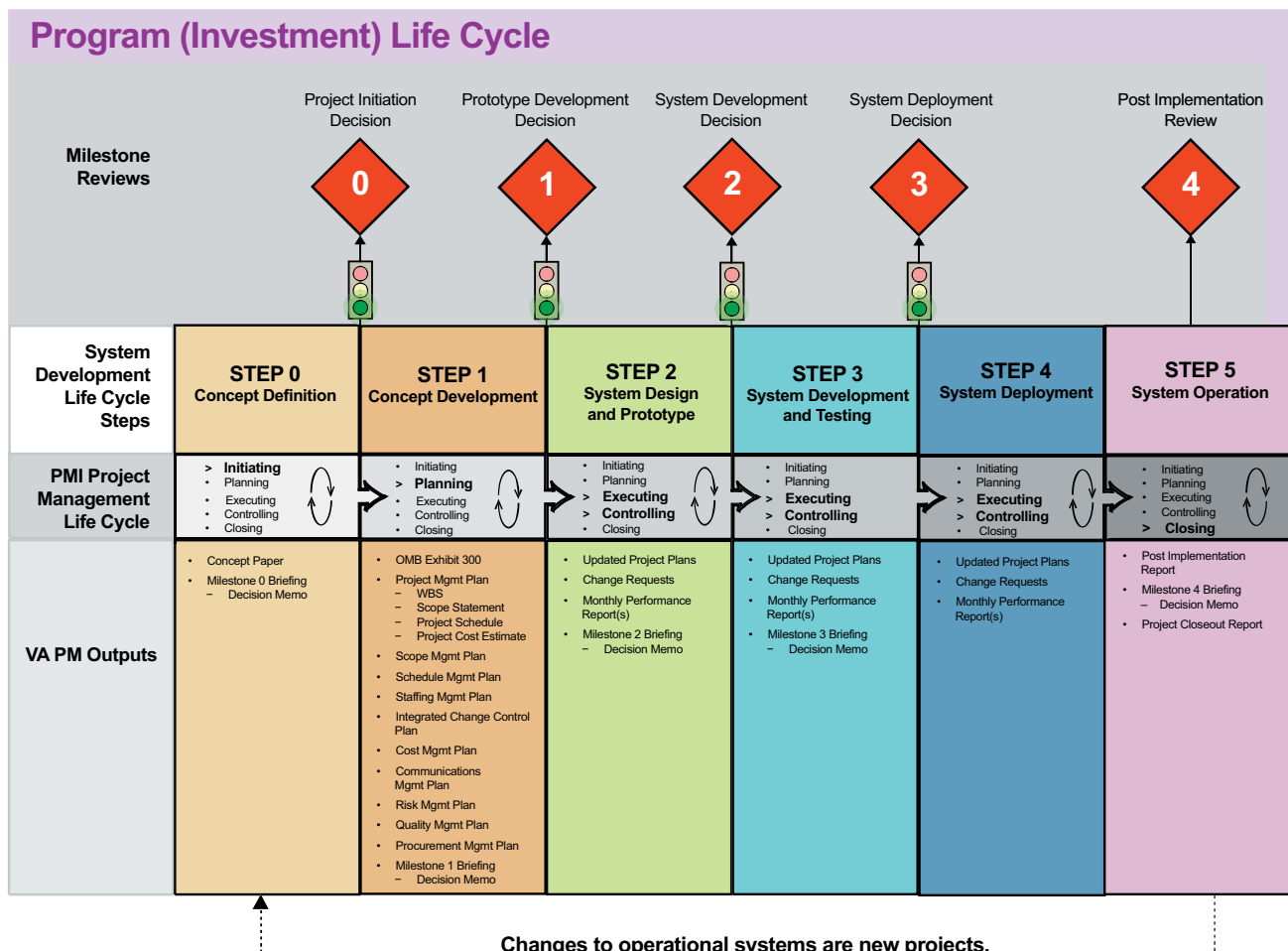
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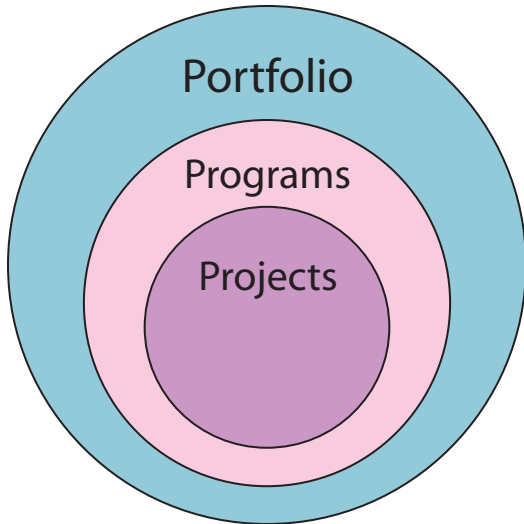
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



VA Investment Review Process

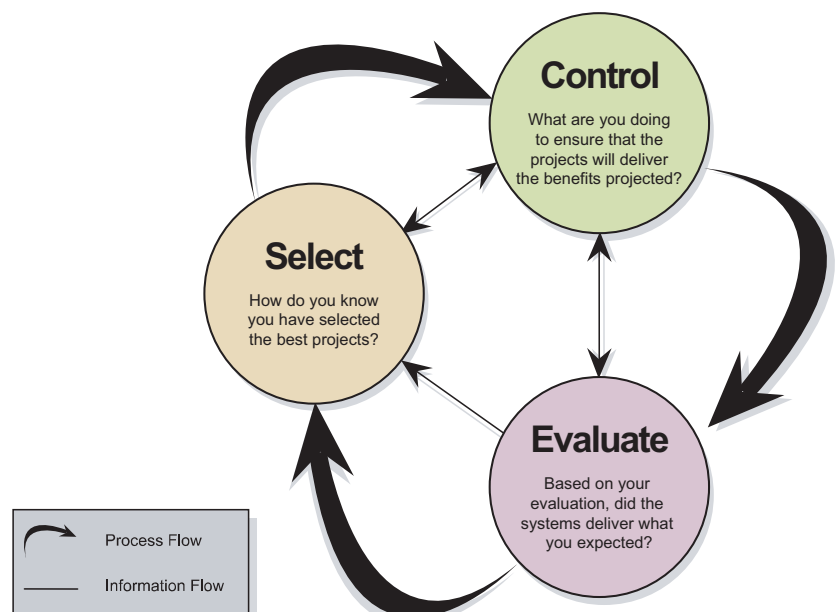
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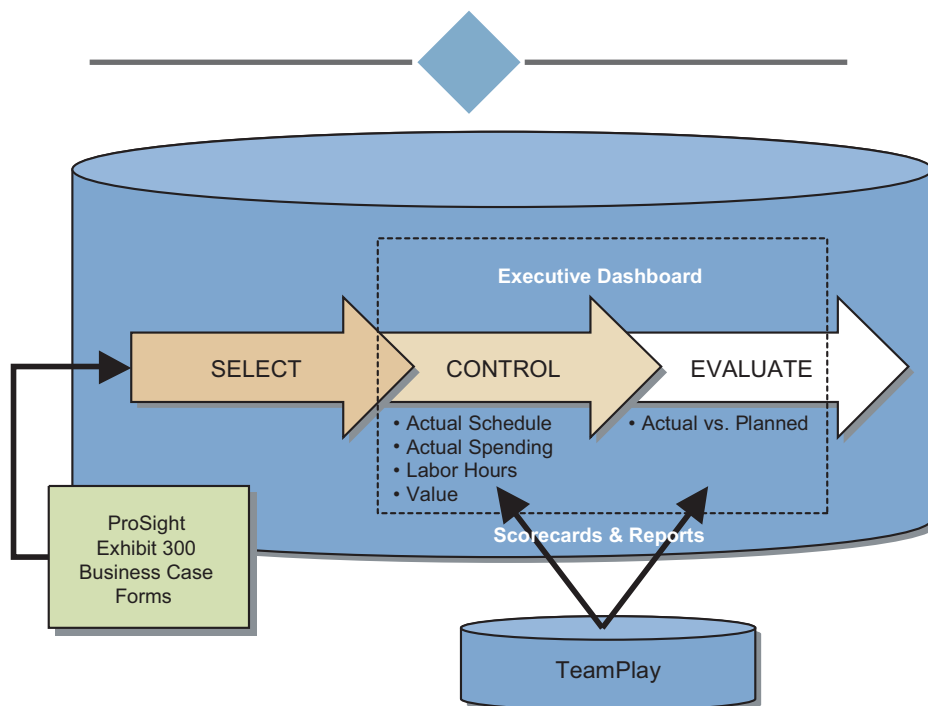
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U.S. DEPARTMENT OF VETERANS AFFAIRS

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Washington, DC 20420

(202) 273-8127

vawww.va.gov/oit/cio/itplanning/

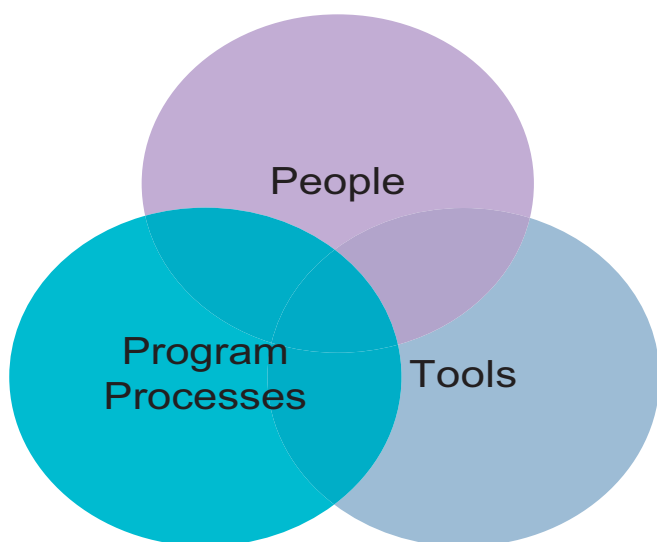
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



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What is Organizational Project Management?

The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

- ☑ *standard OPM training, development, and certification;*
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This will enable the development of certified, competent project managers and team members who can employ repeatable best practices and processes that are enabled by best-of-breed tools to produce desired project results.

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U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

Training

VA employees involved in project management (i.e., project managers, team members, oversight review staff) must be equipped with the appropriate project management knowledge and skills. VA realizes that in order to gain these skills, staff members must be offered relevant training. As such, VA is providing a seven-course curriculum (OneVA Project Management Training Program) which will promote VA-wide project management competencies and is available in a classroom setting or on-line.

OneVA Project Management Training Program

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

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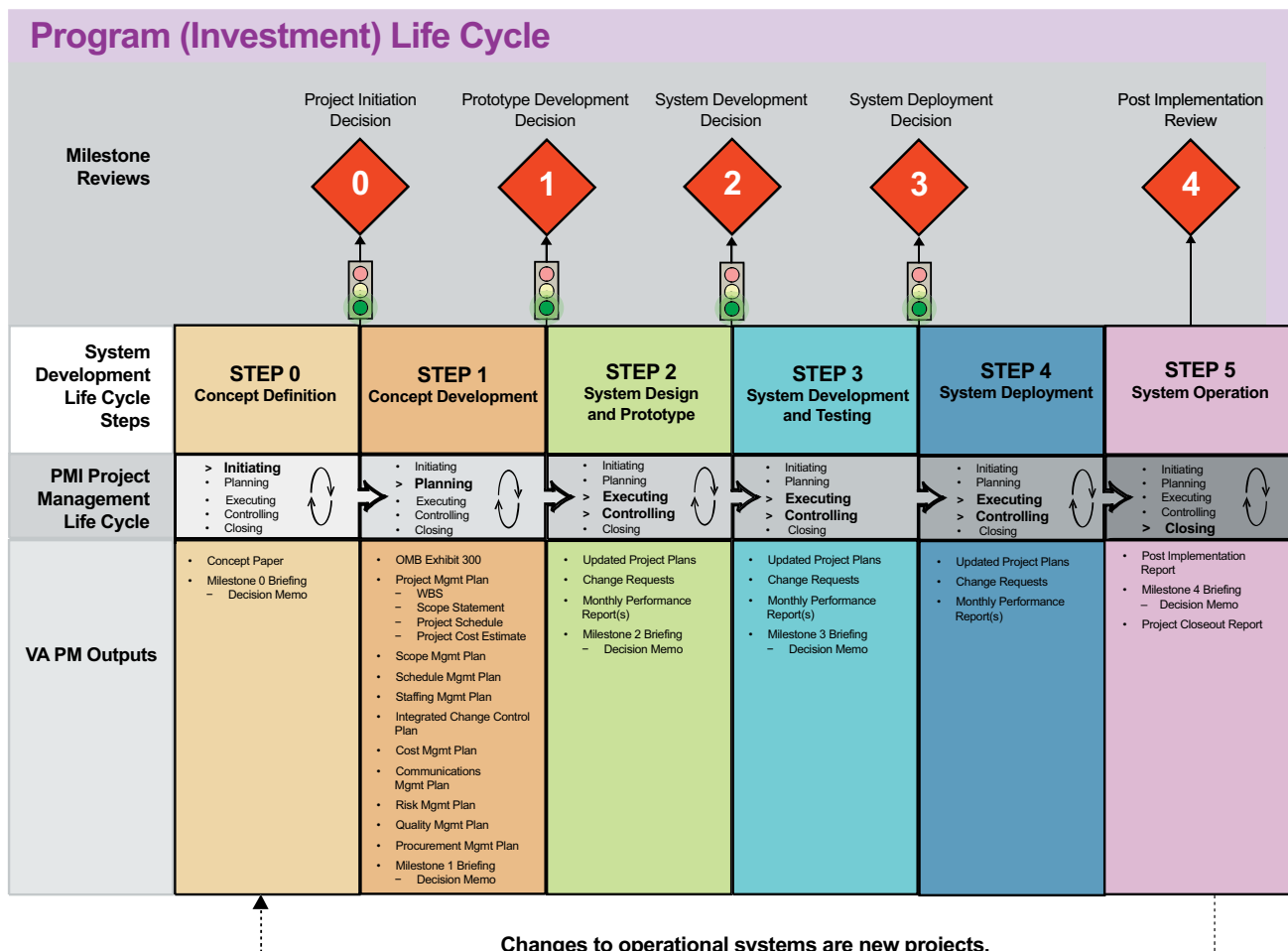
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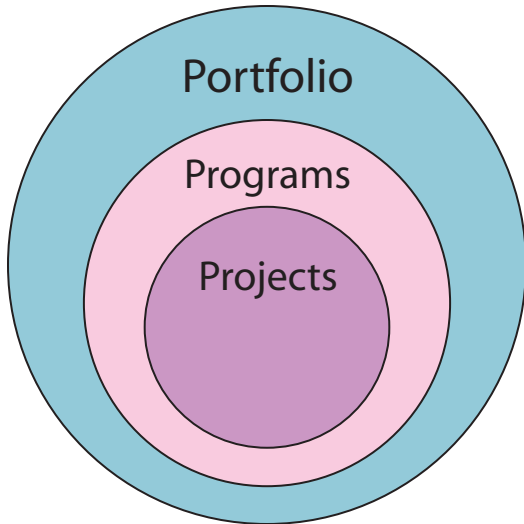
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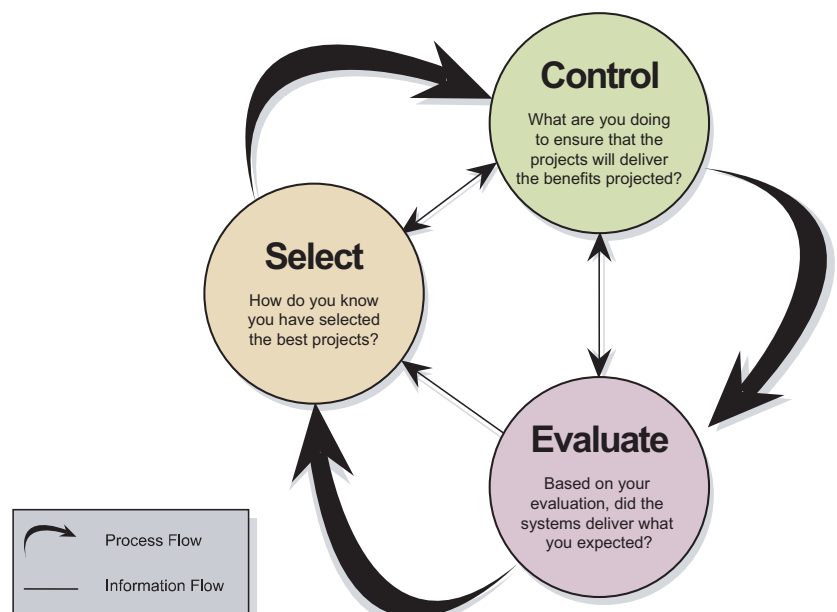
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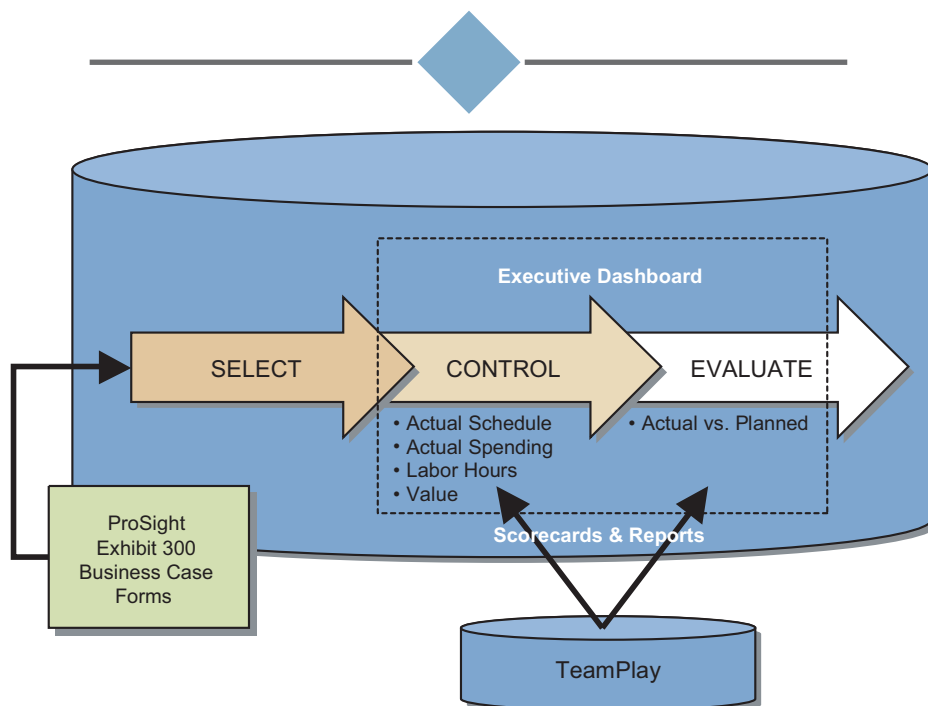
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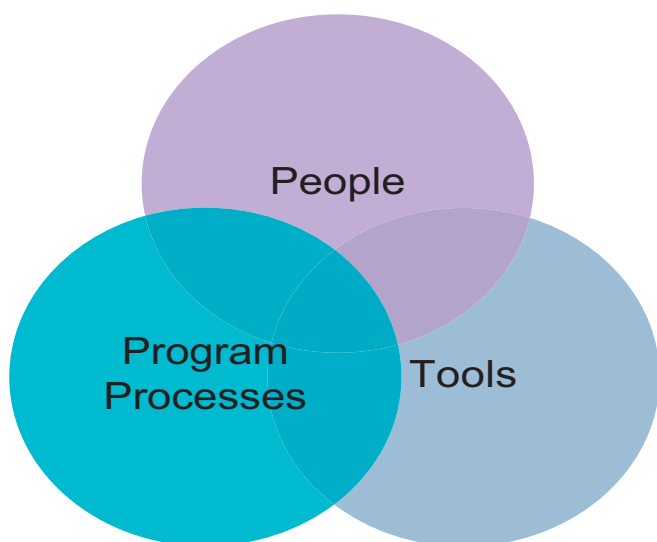
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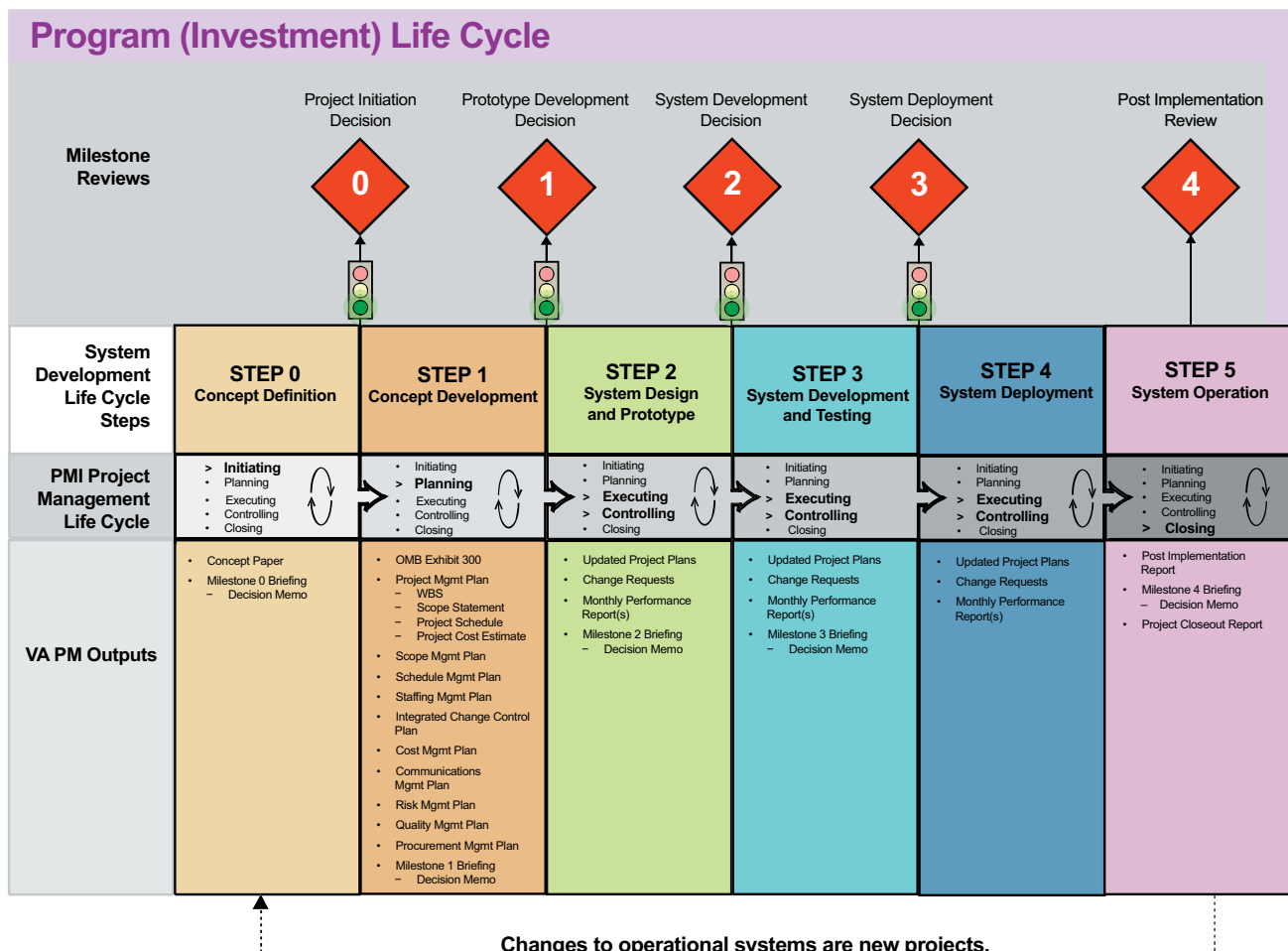
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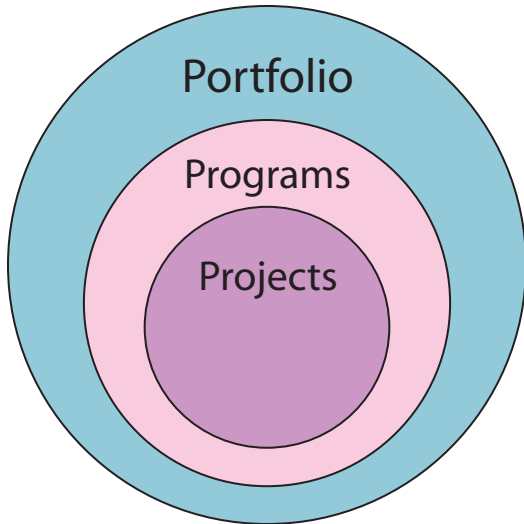
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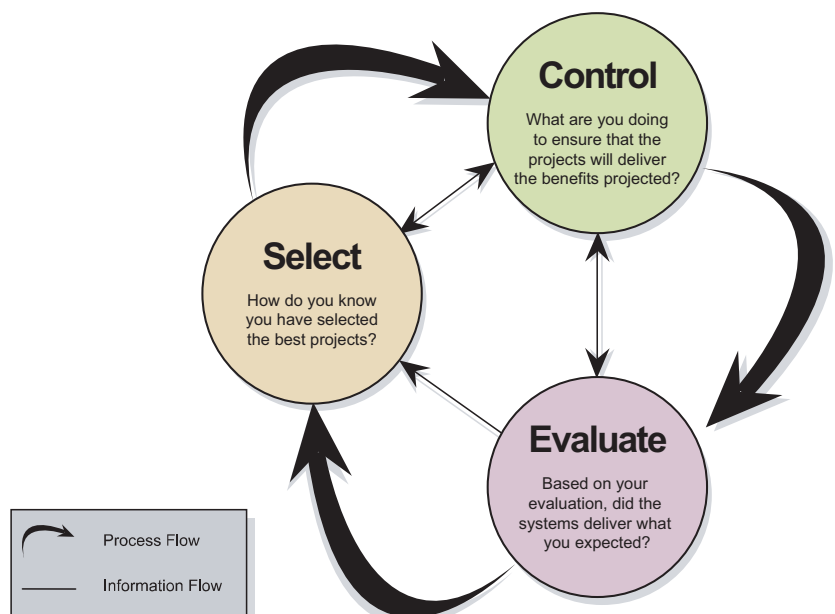
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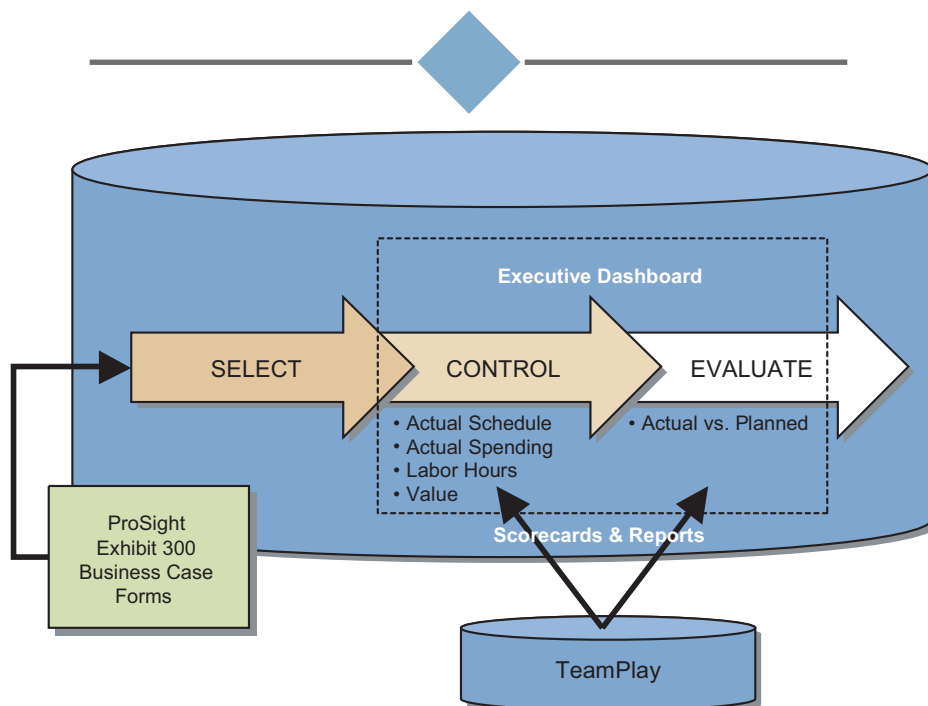
Start | Citrix(R) NFuse(TM) Class... | 3:33 PM

PM Tasks Accomplished with TeamPlay®

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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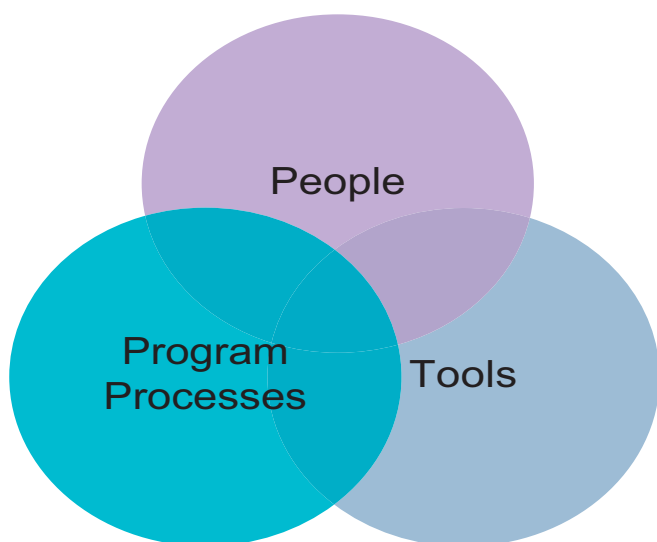
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



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What is Organizational Project Management?

The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

- ☑ *standard OPM training, development, and certification;*
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This will enable the development of certified, competent project managers and team members who can employ repeatable best practices and processes that are enabled by best-of-breed tools to produce desired project results.

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PEOPLE	PAGE 2
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U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

Training

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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Project Management Process

VA's IT project management process is structured into logical steps separated by major decision points (called milestones), yet it also can be tailored to allow for iterative or evolutionary development and acquisition. These milestones provide the basis for comprehensive management, progressive decision-making, and authorization for funding projects in the IT Portfolio, as well as new projects and those identified as high priority, at each step in the process. (See figure below).

The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is Program Management?

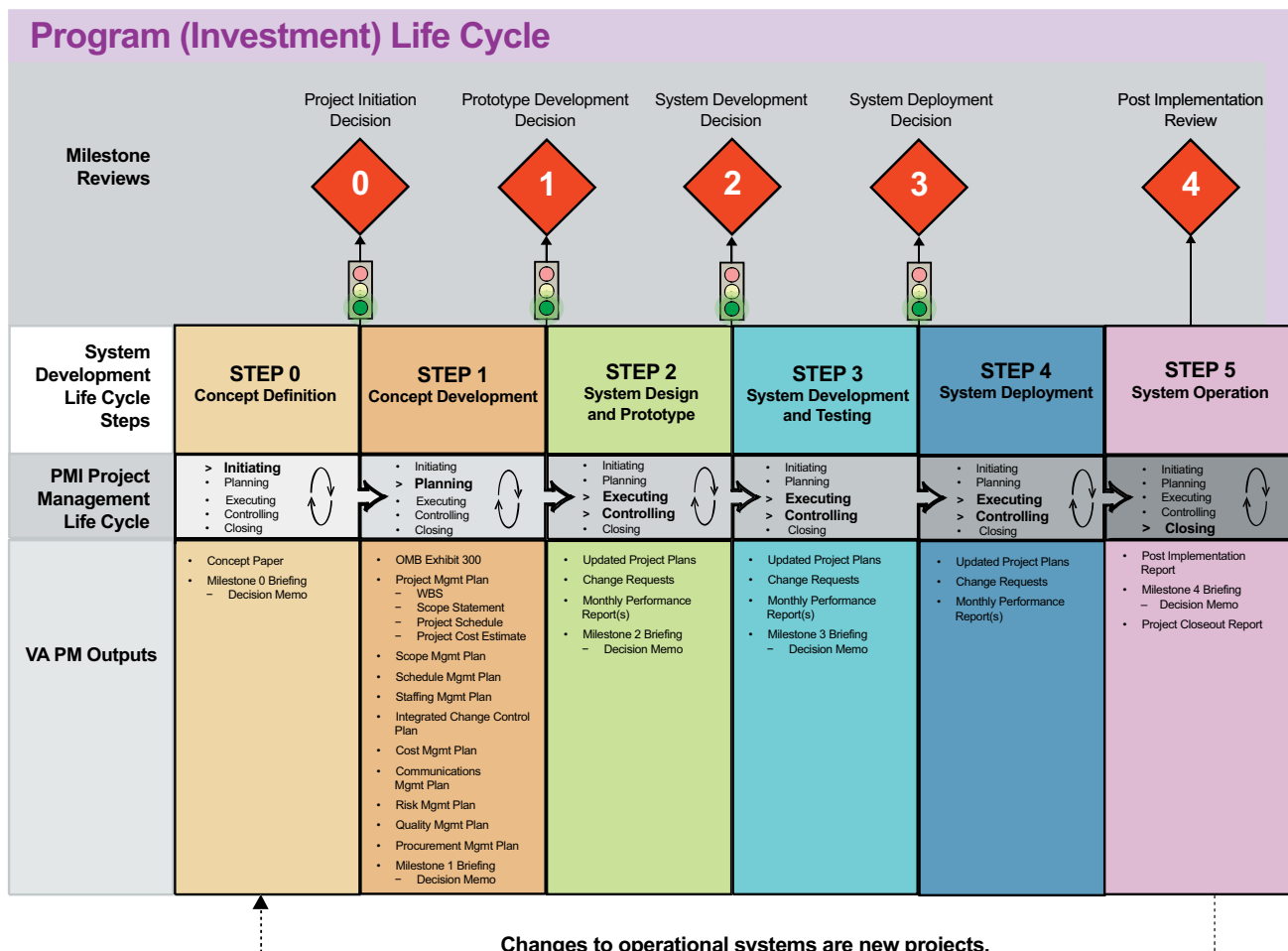
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The selection and support of project or project investments as guided by the organization's strategic plan and available resources.

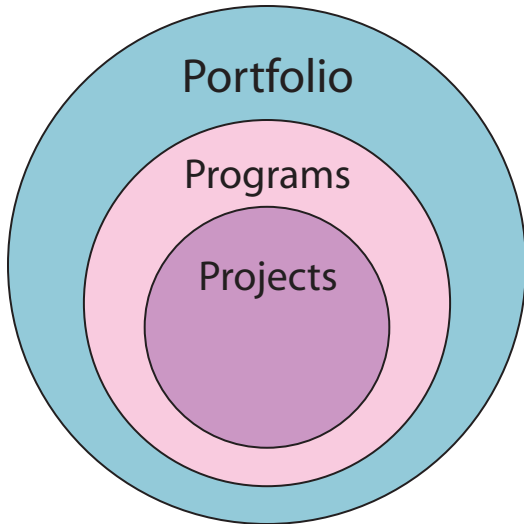
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

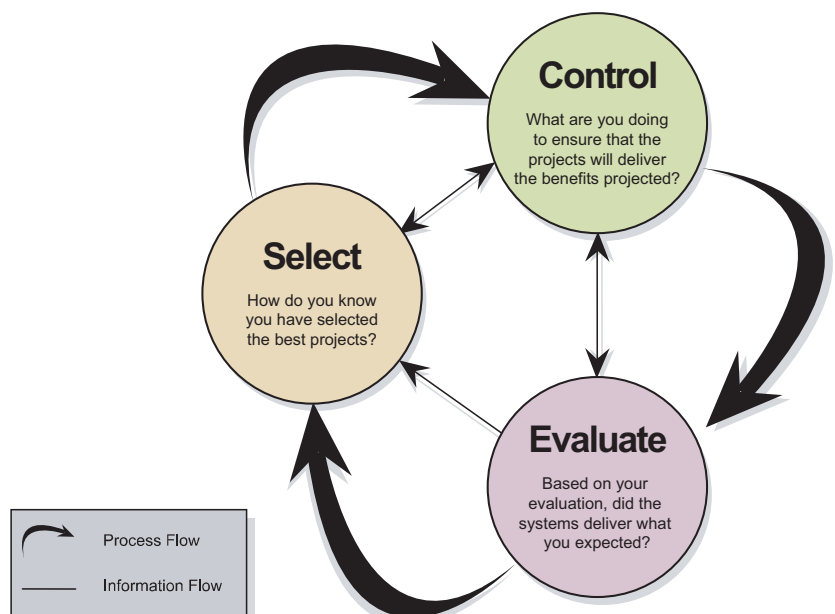
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VA has established an investment review and approval hierarchy. The review and approval process uses an Enterprise Information Board (EIB) to make decisions on IT investments, by selecting those projects that will be funded (i.e., **select**). The EIB is chaired by the Department's CIO/ Assistant Secretary for Information and Technology, and its members include the Deputy CIO for VA, Deputy CIOs from each administration, and representatives from VA's business and technical communities. The EIB also reviews project performance on a regular basis as the initiative progresses through the IT Project Management Framework (i.e., **control**). A post-implementation review evaluates the project's history and lessons learned to identify training requirements and knowledge to be used by future project teams to identify and mitigate risks, refine estimating parameters, and improve project management (i.e., **evaluate**).

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



U.S. DEPARTMENT OF VETERANS AFFAIRS

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VA uses tools and techniques to gather, analyze and manage data generated by project management related processes. Primavera's TeamPlay® has been selected as the project management software for managing VA projects (i.e, OMB 300-level IT projects). TeamPlay® is a unified project process and resource management software that offers the combined benefit of managing projects, building and using standard methodologies, and efficiently leveraging resources to deliver projects on-time, on-budget, and within scope.

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File Edit View Project Enterprise Tools Admin Help

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Layout: Classic WBS Layout Filter: All Activities

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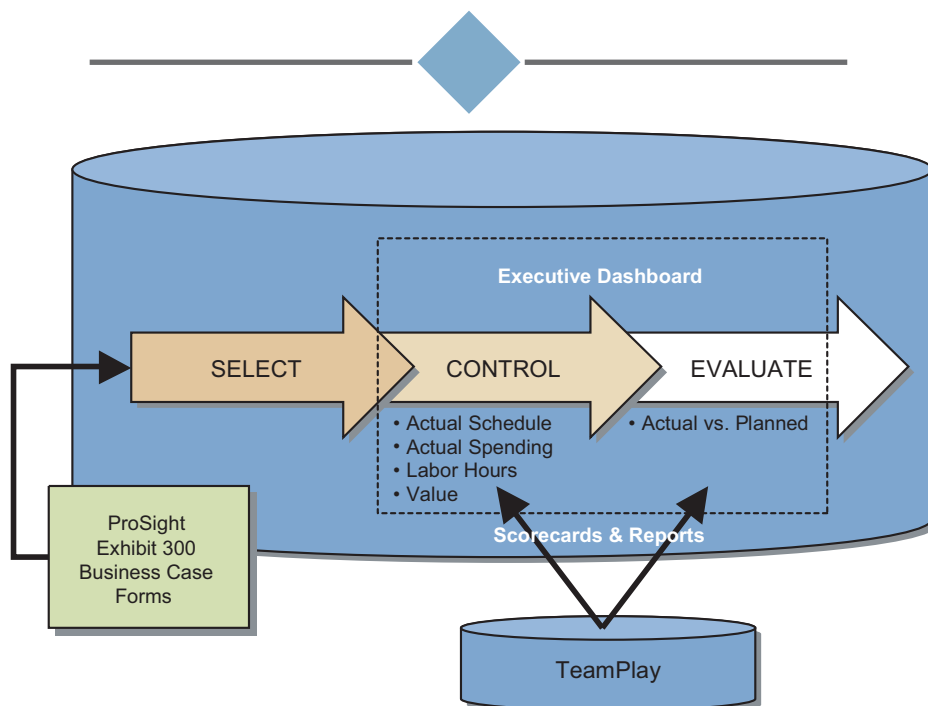
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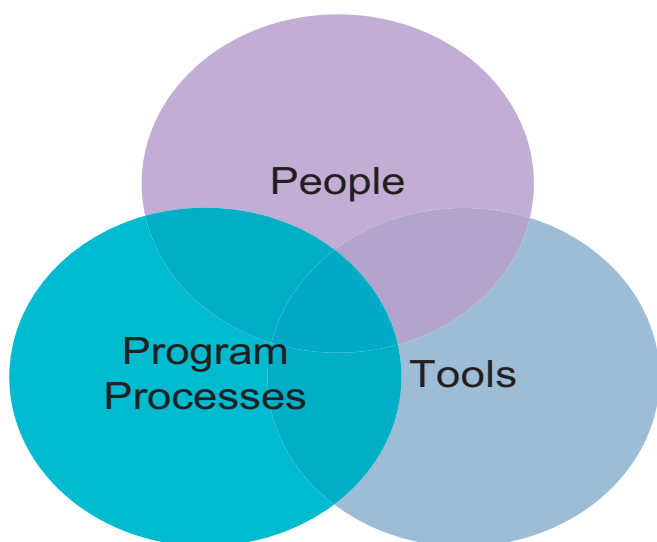
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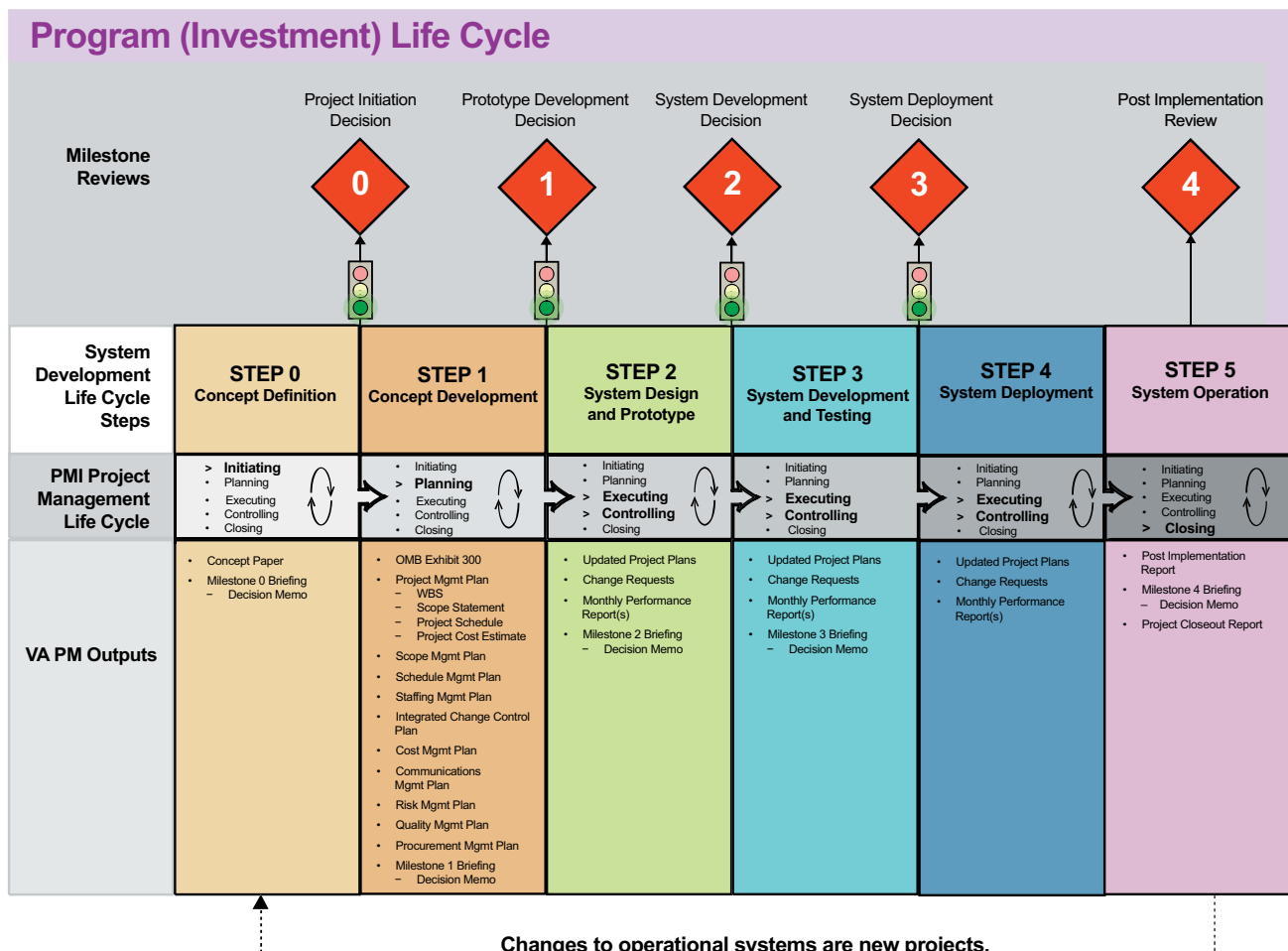
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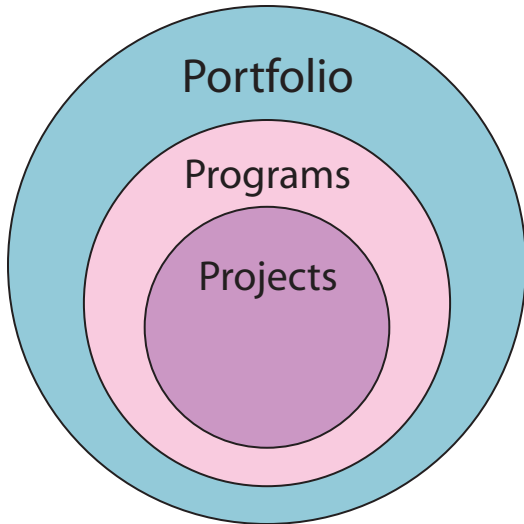
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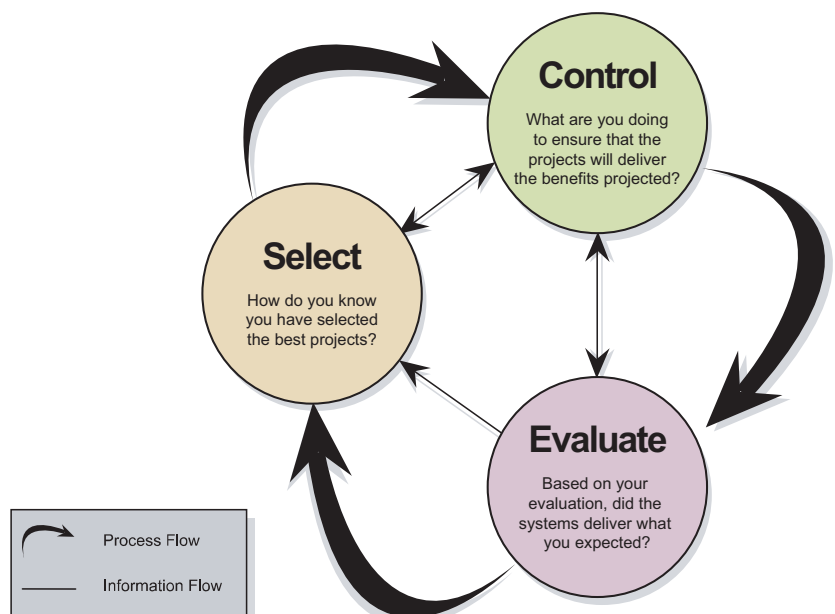
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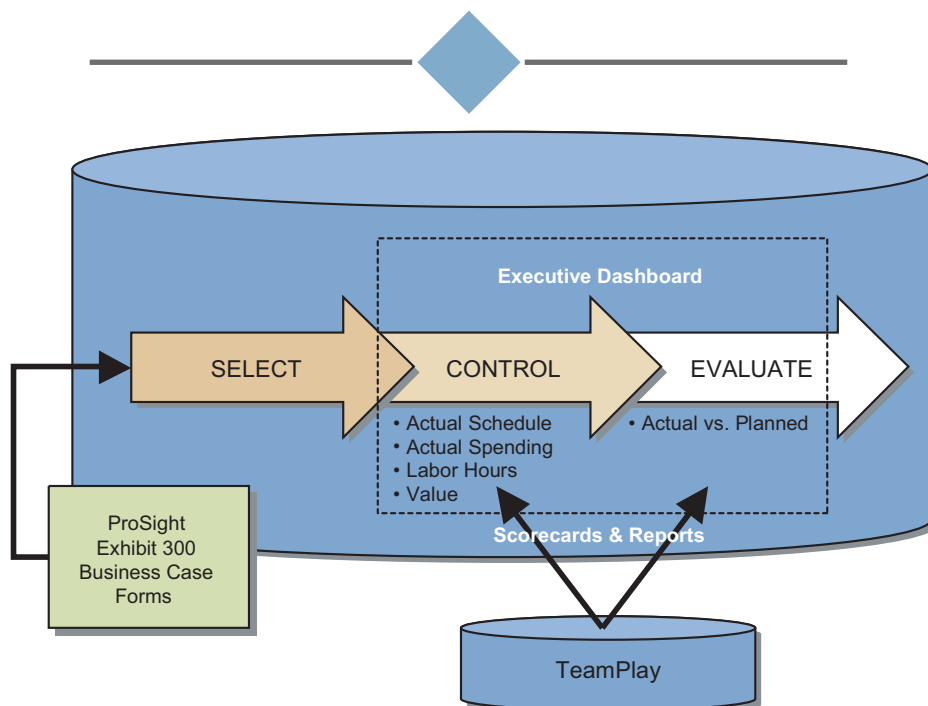
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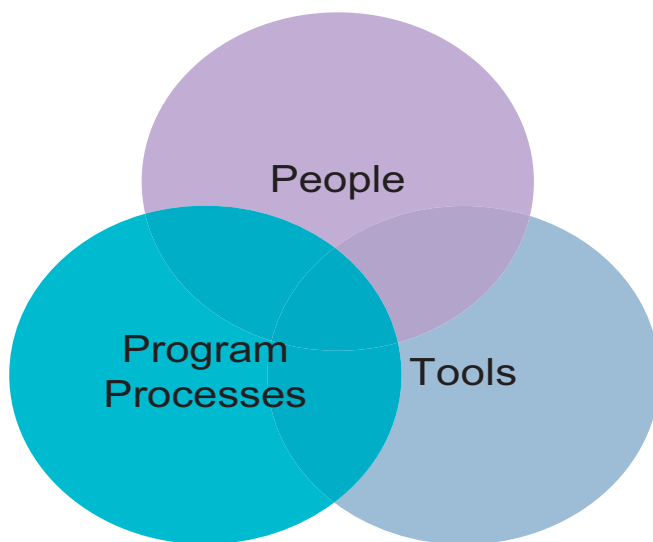
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U.S. DEPARTMENT OF VETERANS AFFAIRS

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What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is Program Management?

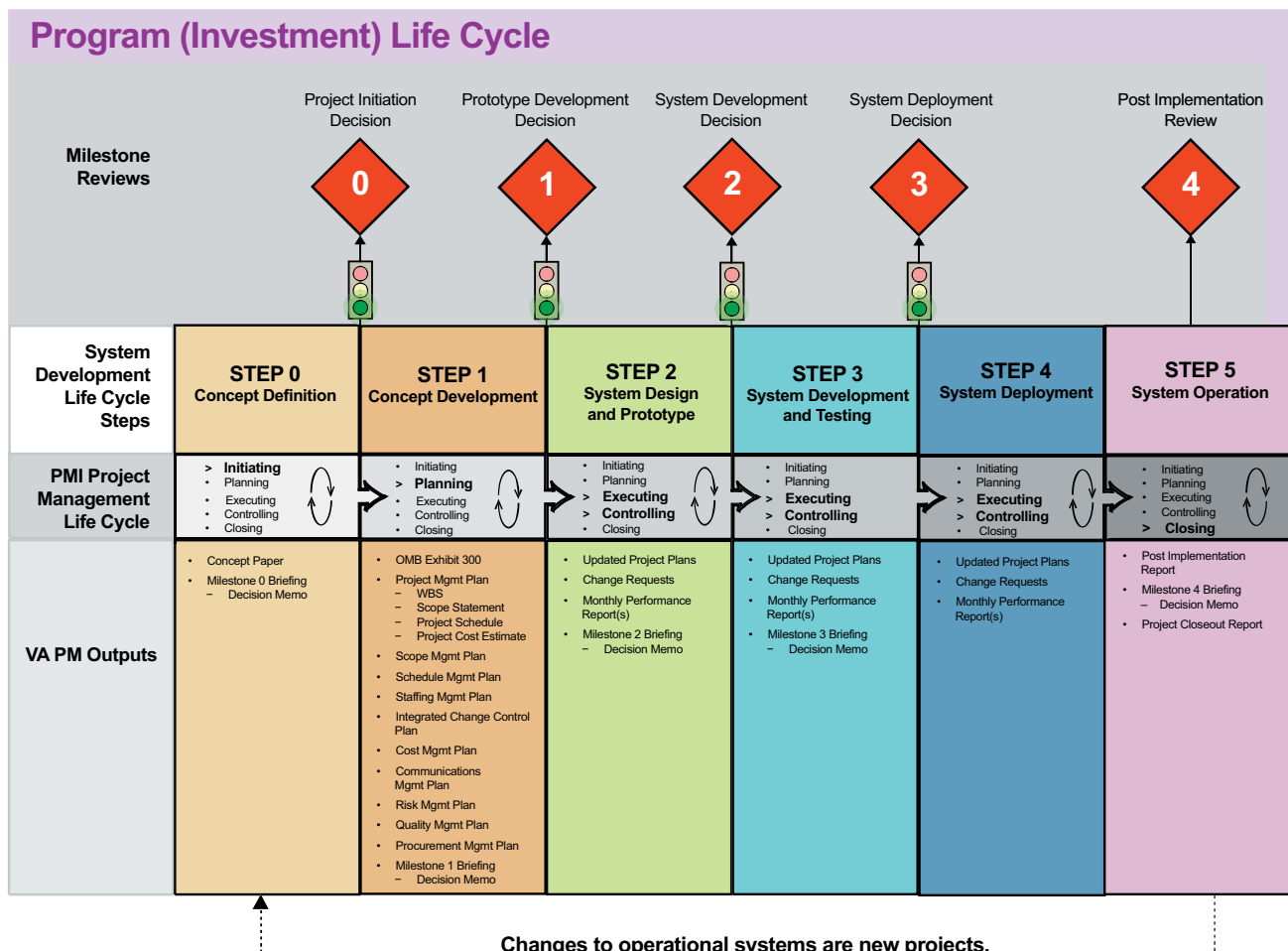
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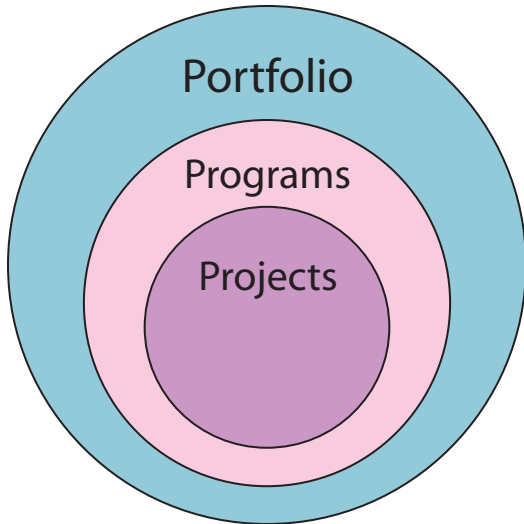
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

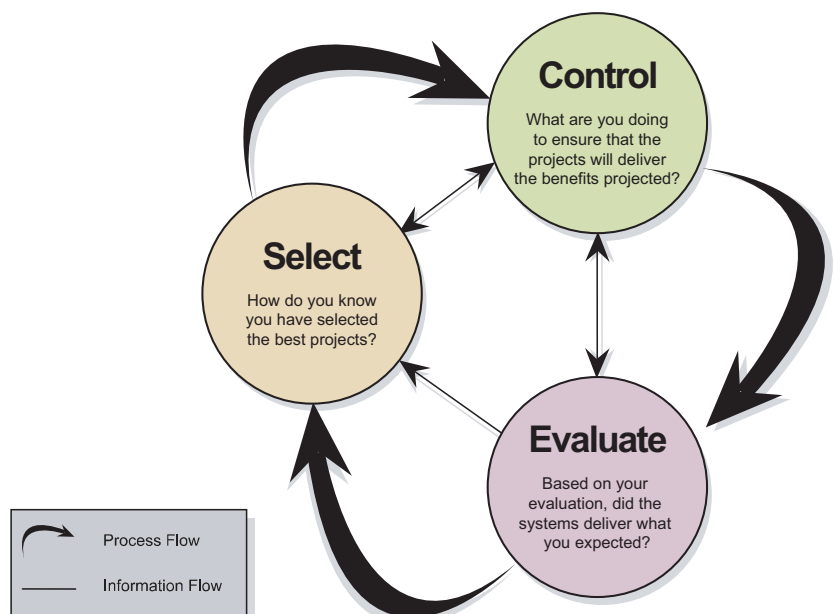
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Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



U.S. DEPARTMENT OF VETERANS AFFAIRS

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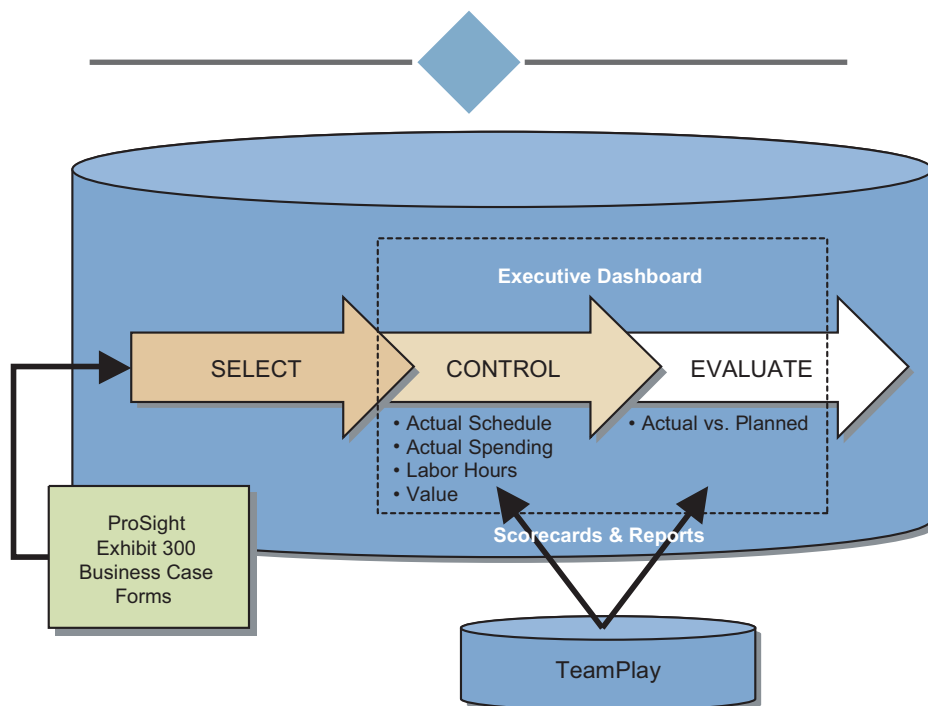
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Capital Asset Management System (CAMS)

CAMS offers portfolio management with a total view of all assets and initiatives across the enterprise (i.e., Information Technology, Equipment, etc.). It supports strategic and operational decision-making and offers the ability to integrate asset management information into corporate knowledge.



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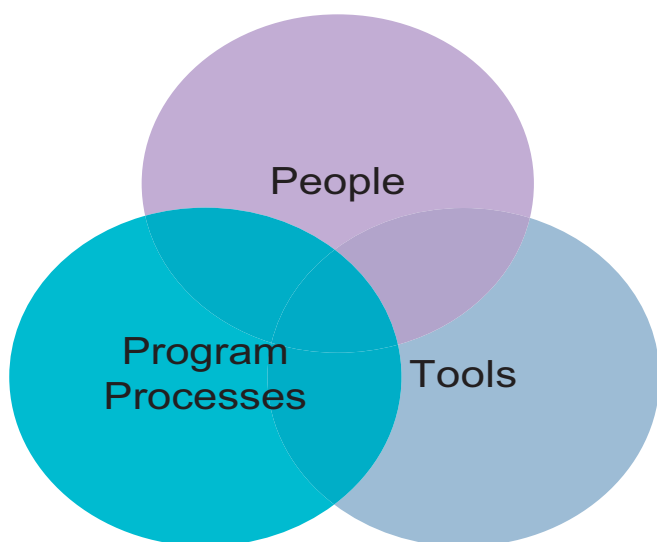
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



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A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

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PEOPLE	PAGE 2
PROGRAM PROCESSES PROJECT, PROGRAM, AND PORTFOLIO MANAGEMENT	PAGE 3-4
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U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

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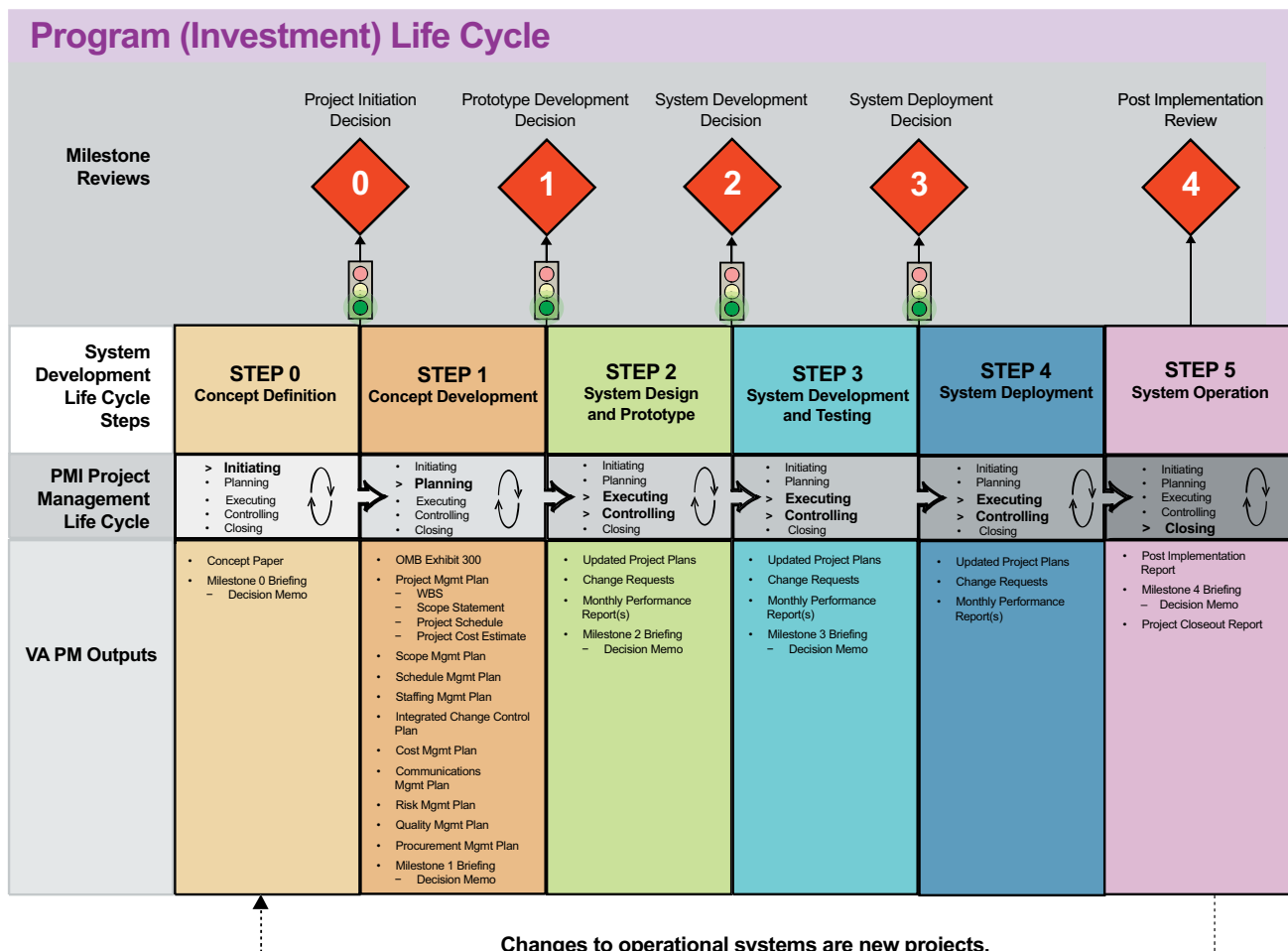
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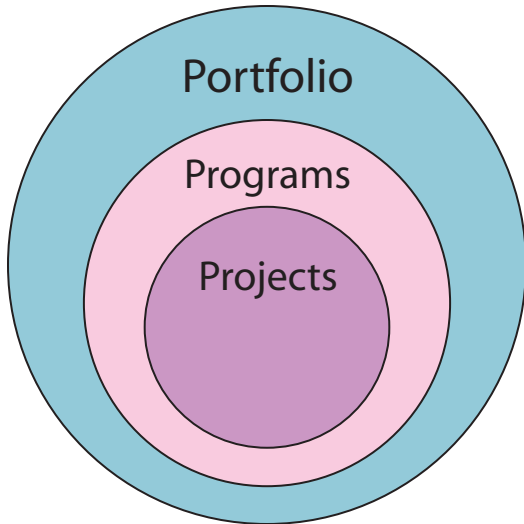
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PROCESSES



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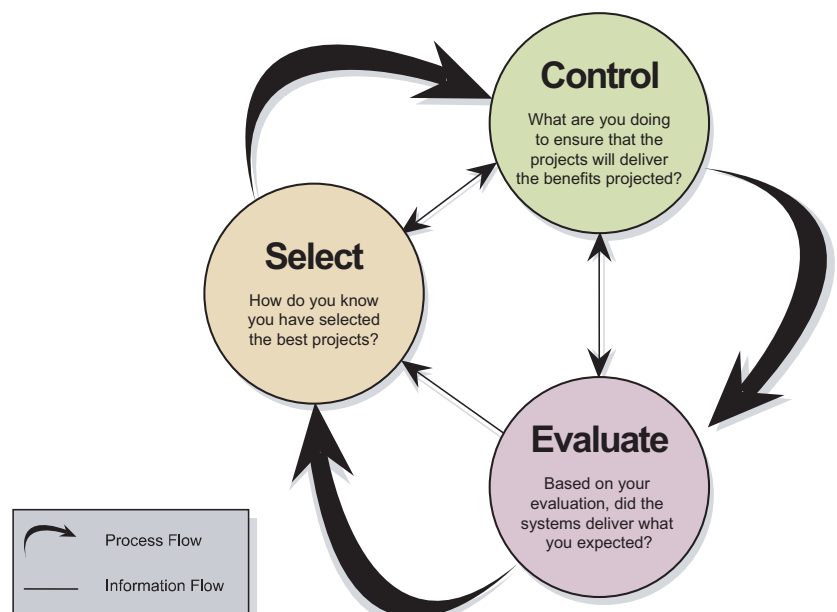
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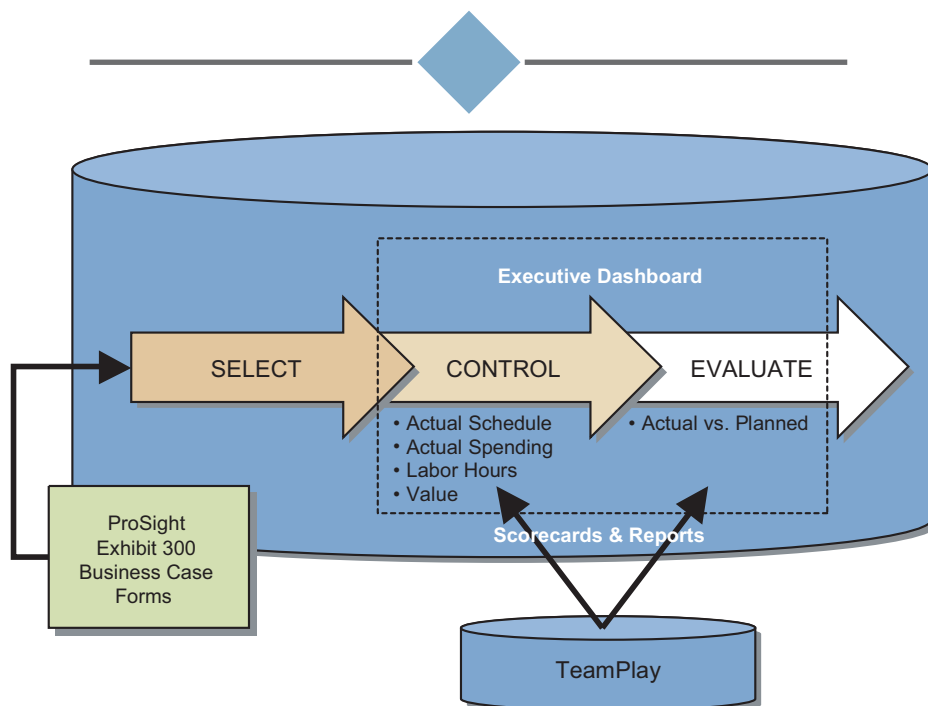
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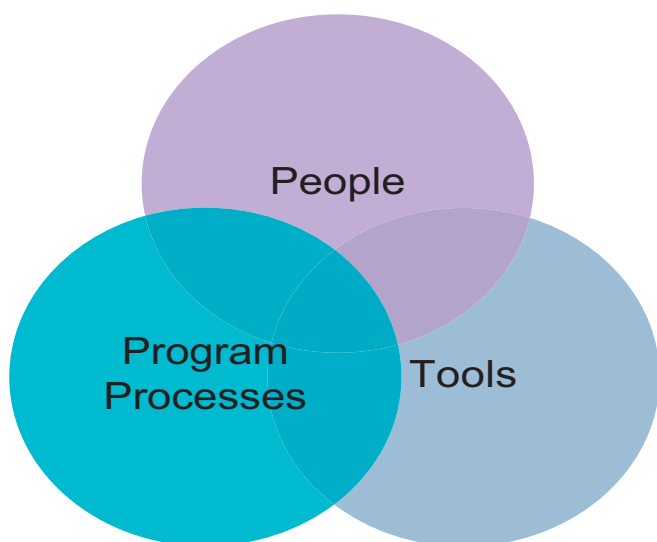
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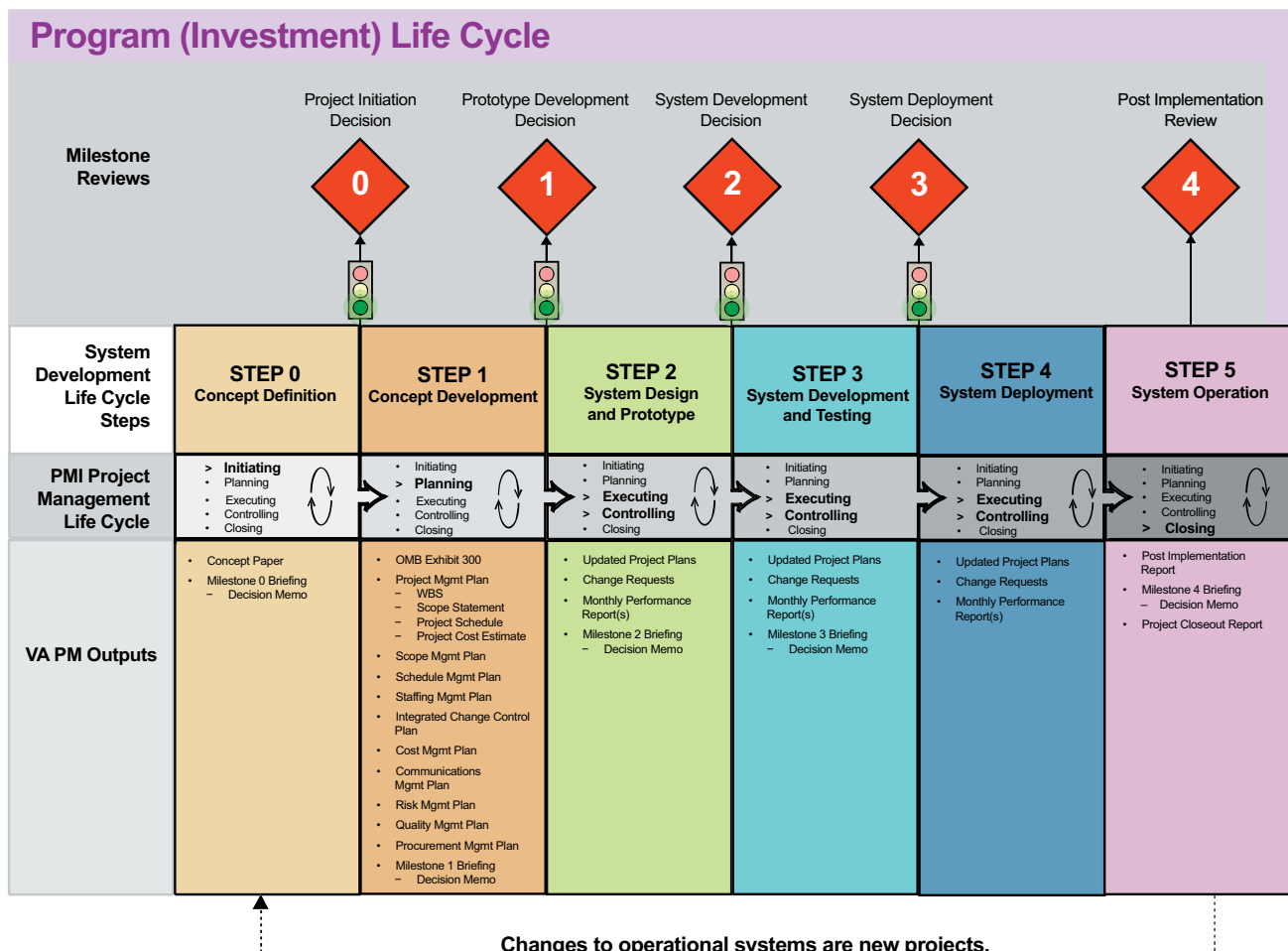
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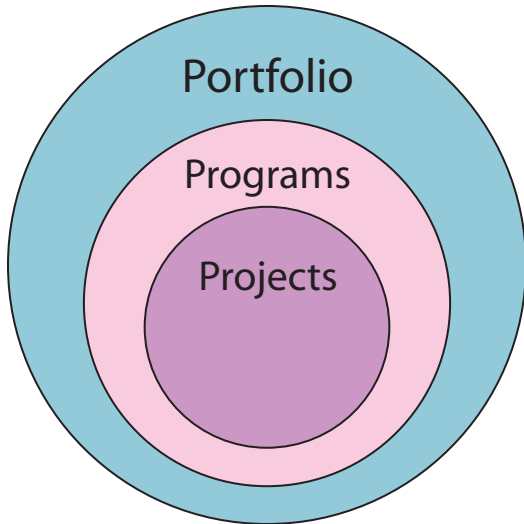
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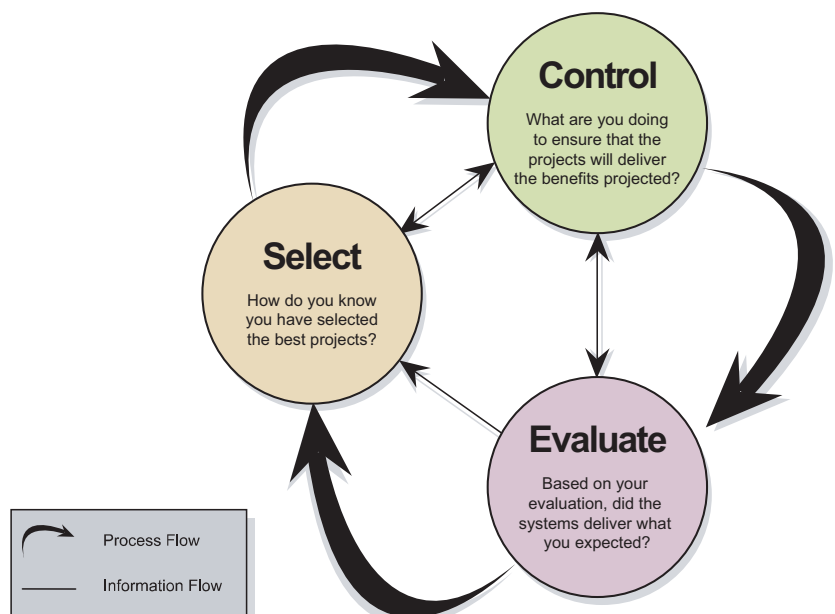
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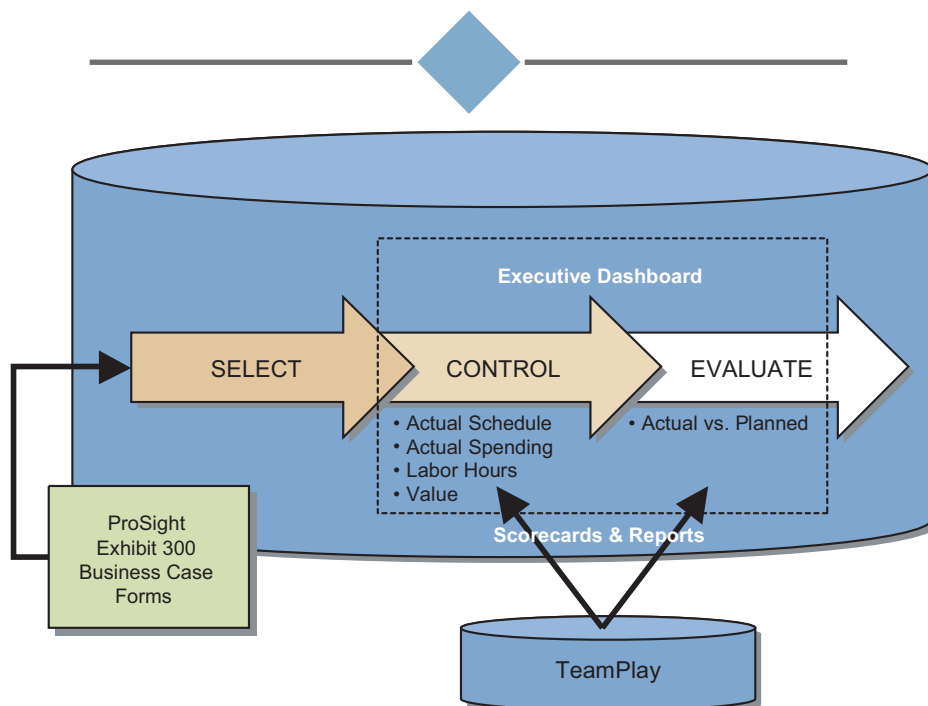
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U.S. DEPARTMENT OF VETERANS AFFAIRS

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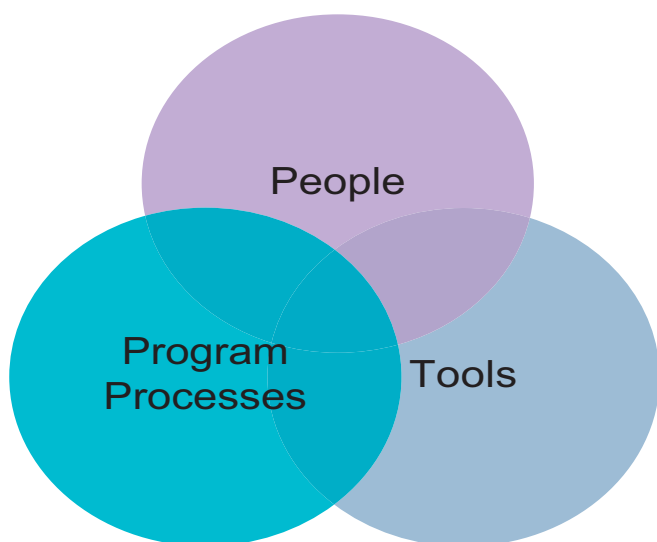
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



VA Program Management Guidance Documents

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PEOPLE	PAGE 2
PROGRAM PROCESSES PROJECT, PROGRAM, AND PORTFOLIO MANAGEMENT	PAGE 3-4
TOOLS	PAGE 5
CONTACT INFORMATION	PAGE 6

U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

Training

VA employees involved in project management (i.e., project managers, team members, oversight review staff) must be equipped with the appropriate project management knowledge and skills. VA realizes that in order to gain these skills, staff members must be offered relevant training. As such, VA is providing a seven-course curriculum (OneVA Project Management Training Program) which will promote VA-wide project management competencies and is available in a classroom setting or on-line.

OneVA Project Management Training Program

Managing Projects

Project Leadership, Management,
and Communication

Scheduling and Cost Control

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Quality for Project Managers

Contracting for Project Managers

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Level I is intended for project team members, stakeholders and project managers of small, less complex projects. To qualify, nominees must complete the first course in the OneVA Project Management Training Program, or show proof of similar training, such as completing "Leading Project Managers: A Guide to Success."

Level II is intended for project managers of complex projects. Nominees must have met Level 1 requirements, PLUS:

- (1) Have two years of project management related experience, and
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Level III is intended for project managers of enterprise-level projects (e.g., Exhibit 300-level projects require this level of certification). Nominees must have met Level 2 requirements, PLUS:

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U.S. DEPARTMENT OF VETERANS AFFAIRS

P R O G R A M

Project Management Process

VA's IT project management process is structured into logical steps separated by major decision points (called milestones), yet it also can be tailored to allow for iterative or evolutionary development and acquisition. These milestones provide the basis for comprehensive management, progressive decision-making, and authorization for funding projects in the IT Portfolio, as well as new projects and those identified as high priority, at each step in the process. (See figure below).

The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is Program Management?

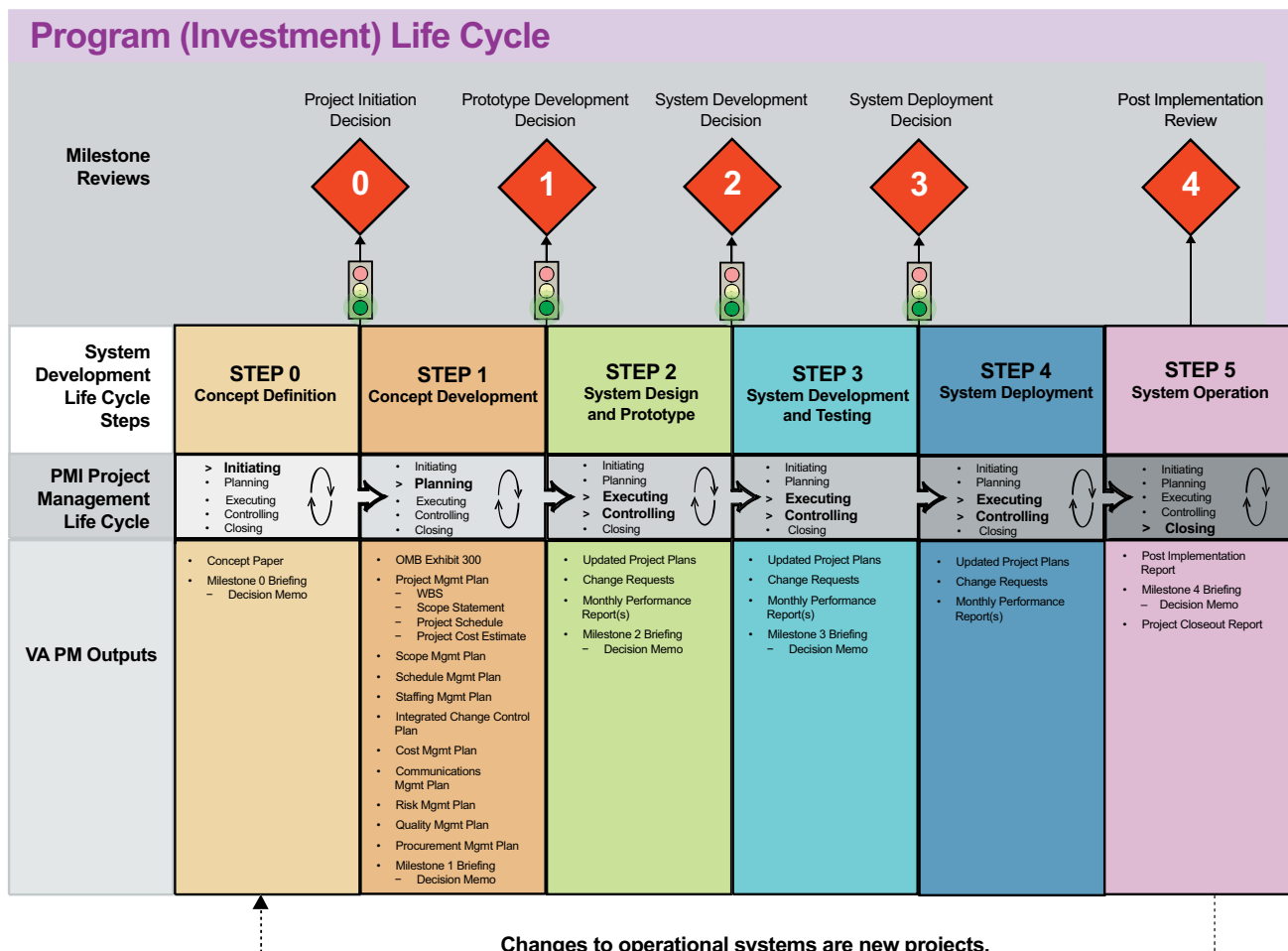
The centralized, coordinated management of a program to achieve the programs strategic objectives and benefits.

What is Portfolio Management?

The selection and support of project or project investments as guided by the organization's strategic plan and available resources.

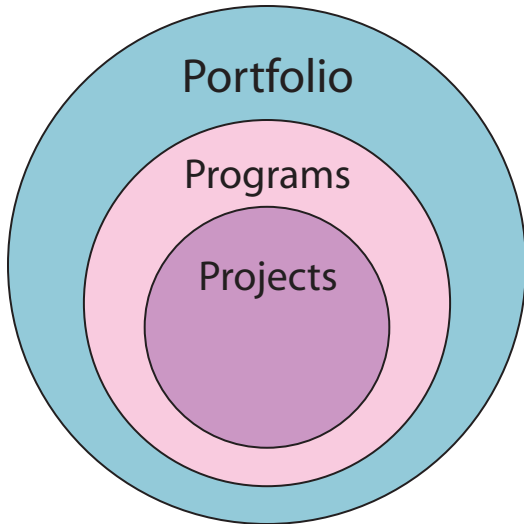
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



VA Investment Review Process

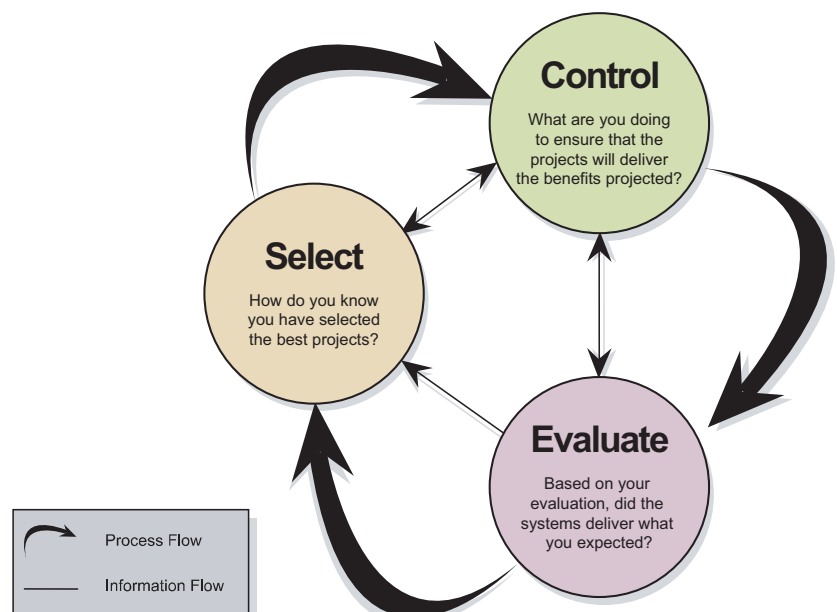
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Benefits of Organizational Project Management

- ☑ Strengthens the link between strategic planning and execution to meet an organization's unique set of needs
- ☑ Improves management and reporting of data
- ☑ Improves probability of achieving consistent, repeatable results
- ☑ Helps define the right program requirements to meet the stakeholder's needs
- ☑ Enables effective schedule, cost, and risk management
- ☑ Provides guidance and flexibility to implement an organizational strategy through successful projects

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



U.S. DEPARTMENT OF VETERANS AFFAIRS

TOOLS

VA uses tools and techniques to gather, analyze and manage data generated by project management related processes. Primavera's TeamPlay® has been selected as the project management software for managing VA projects (i.e, OMB 300-level IT projects). TeamPlay® is a unified project process and resource management software that offers the combined benefit of managing projects, building and using standard methodologies, and efficiently leveraging resources to deliver projects on-time, on-budget, and within scope.

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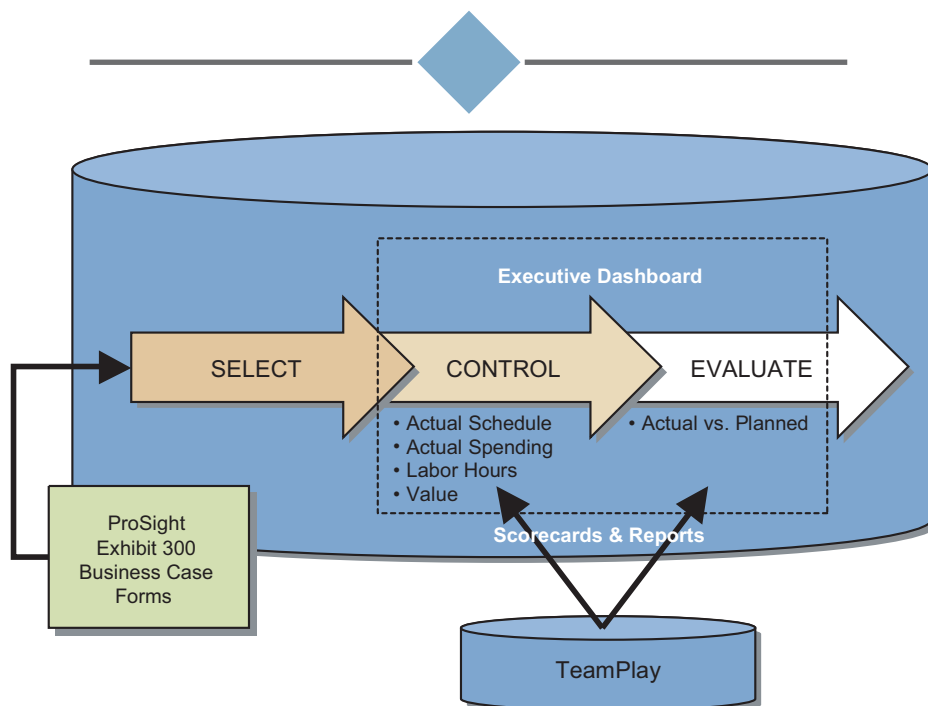
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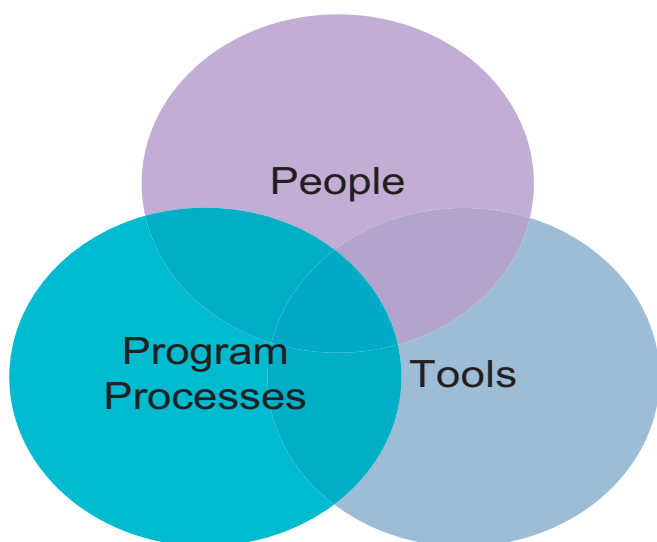
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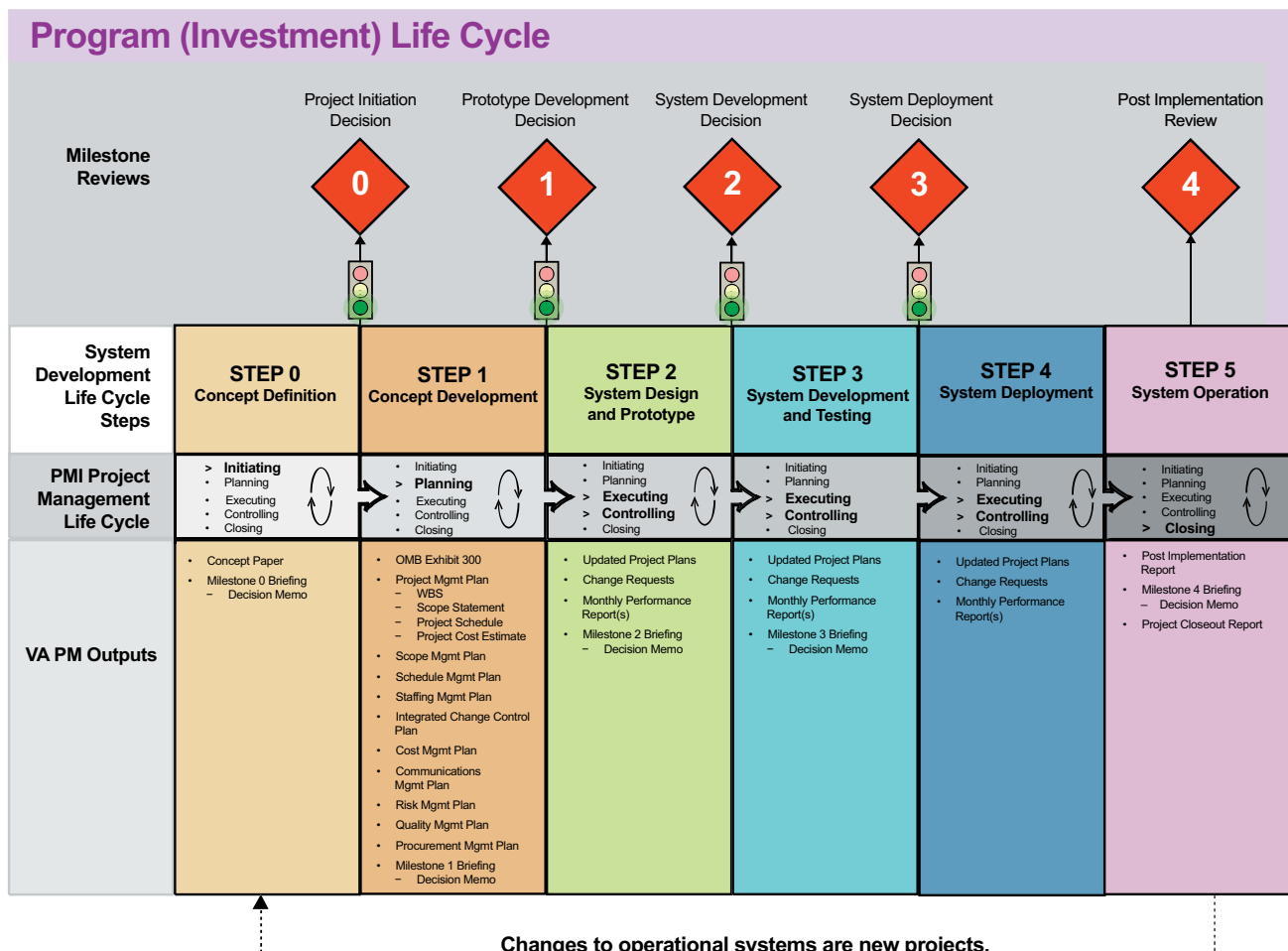
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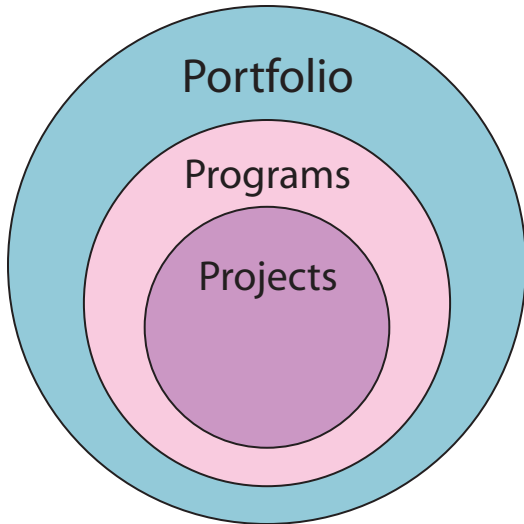
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PROCESSES



Benefits of Organizational Project Management

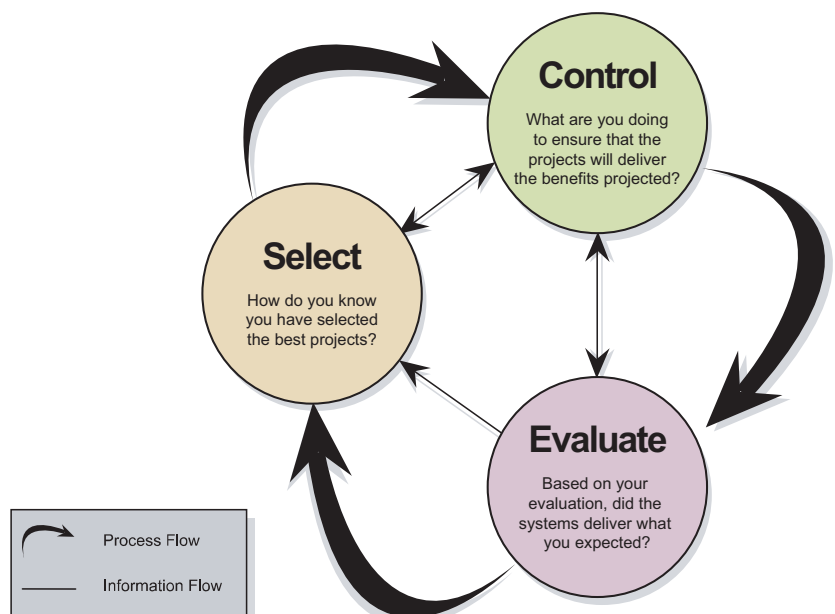
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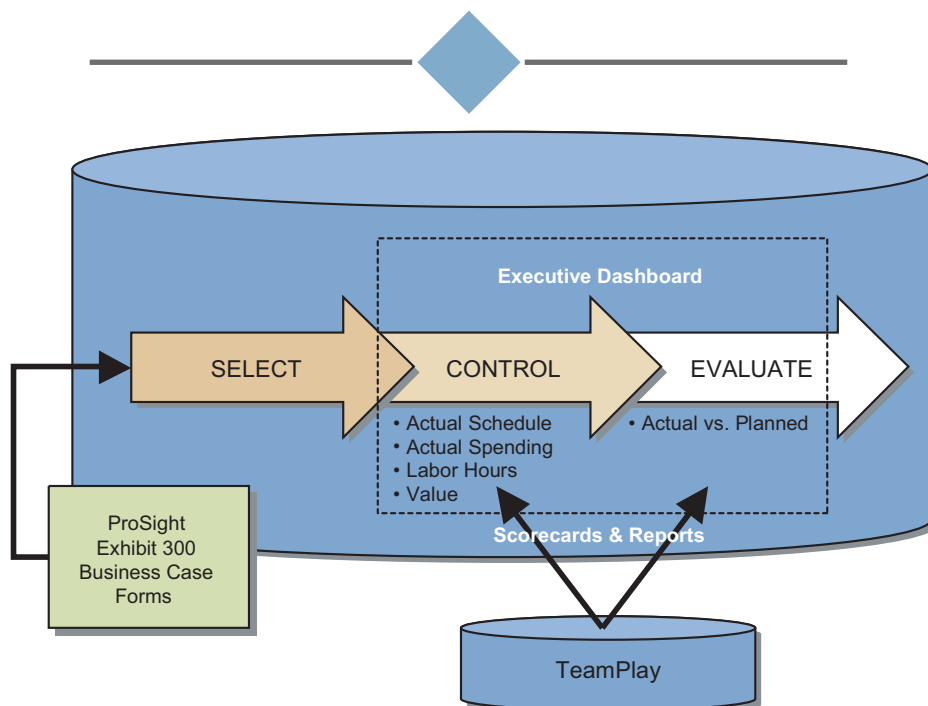
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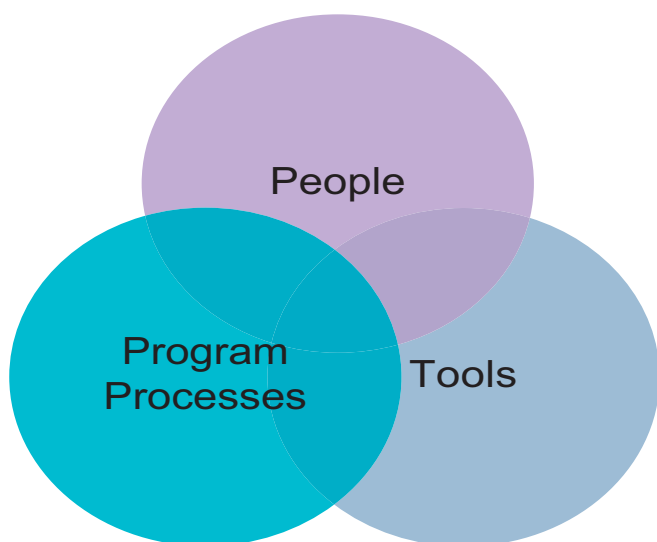
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

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What is Organizational Project Management?

The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

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CONTENTS

PEOPLE	PAGE 2
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TOOLS	PAGE 5
CONTACT INFORMATION	PAGE 6

U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

Training

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

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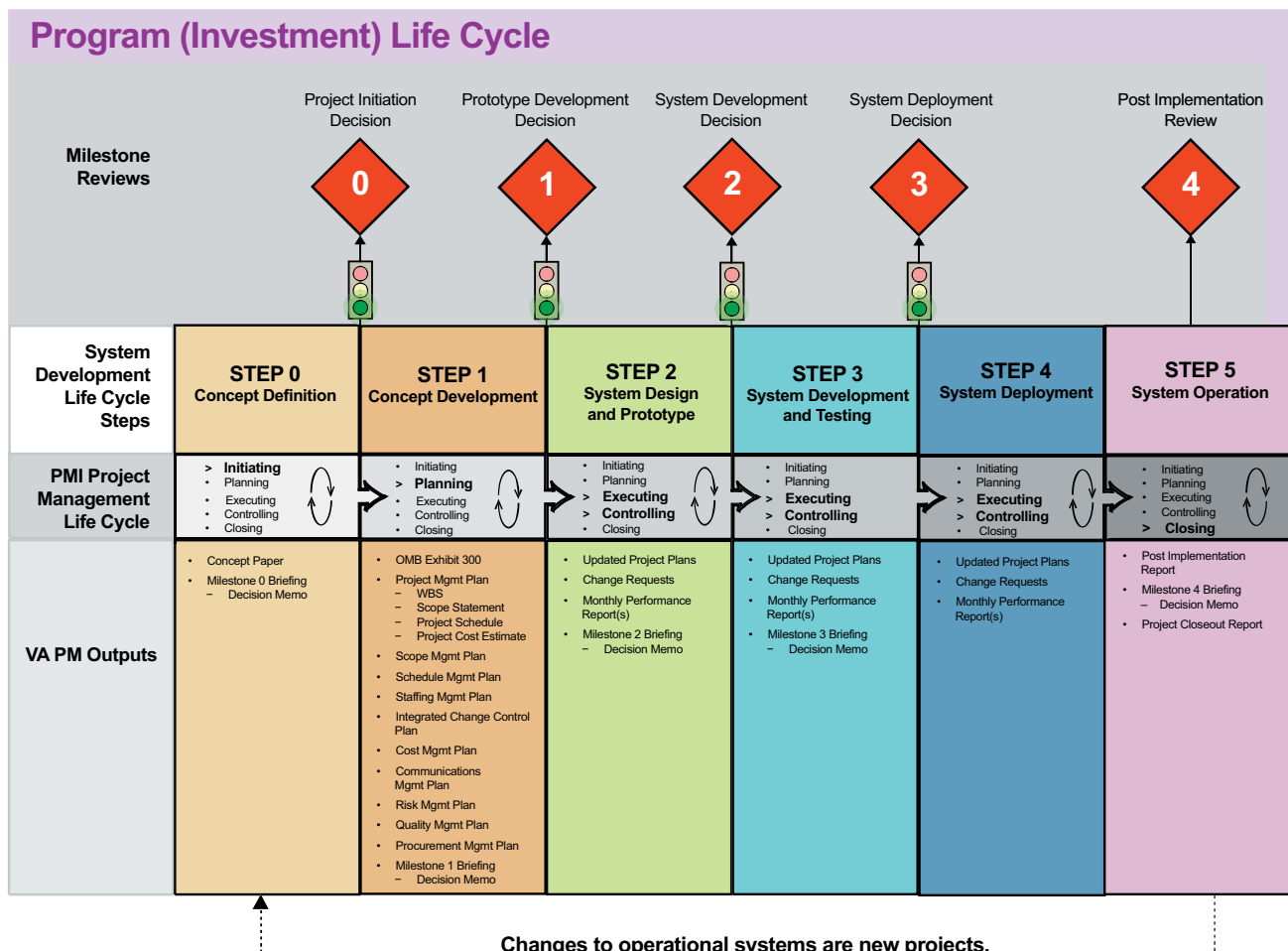
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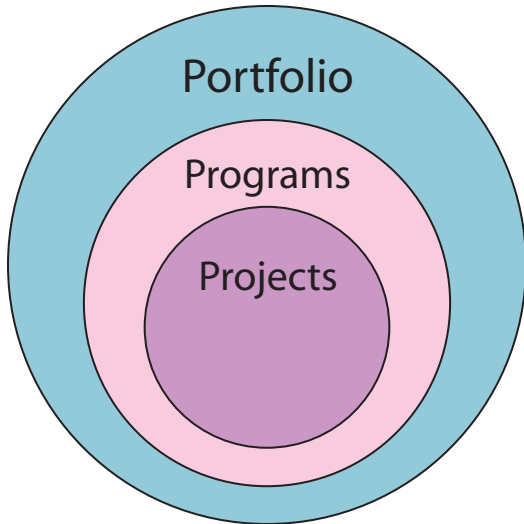
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VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

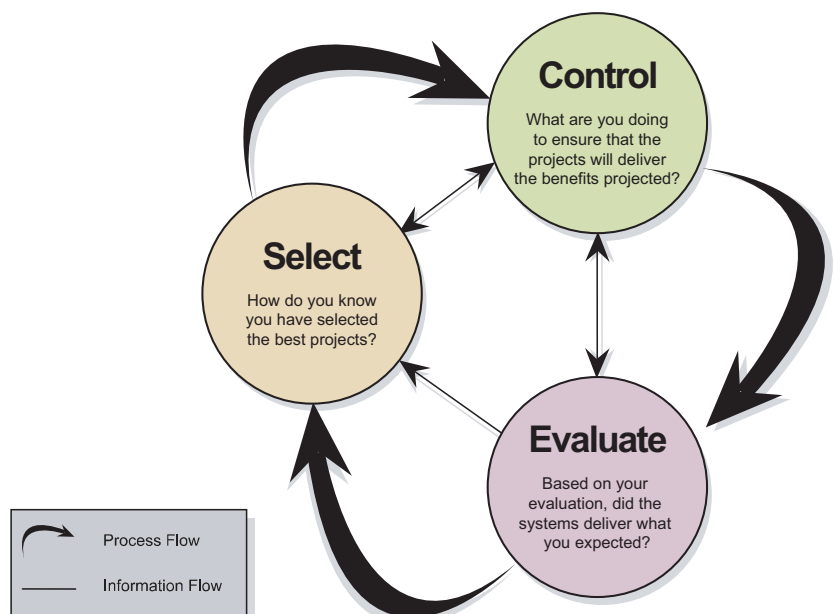
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VA has established an investment review and approval hierarchy. The review and approval process uses an Enterprise Information Board (EIB) to make decisions on IT investments, by selecting those projects that will be funded (i.e., **select**). The EIB is chaired by the Department's CIO/ Assistant Secretary for Information and Technology, and its members include the Deputy CIO for VA, Deputy CIOs from each administration, and representatives from VA's business and technical communities. The EIB also reviews project performance on a regular basis as the initiative progresses through the IT Project Management Framework (i.e., **control**). A post-implementation review evaluates the project's history and lessons learned to identify training requirements and knowledge to be used by future project teams to identify and mitigate risks, refine estimating parameters, and improve project management (i.e., **evaluate**).

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



U.S. DEPARTMENT OF VETERANS AFFAIRS

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File Edit View Project Enterprise Tools Admin Help

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Layout: Classic WBS Layout Filter: All Activities

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Portfolio: All Projects | User: oisrai | Data Date: 12-02-03 | Access Mode: Shared | Baseline: Cu

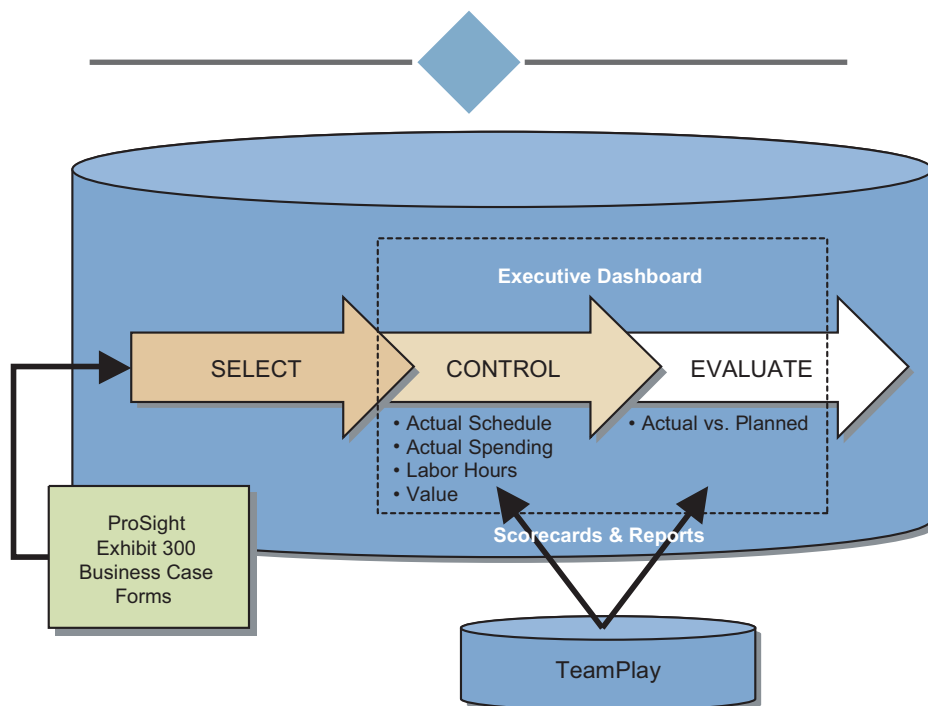
Start | Citrix(R) NFuse(TM) Class... | 3:33 PM

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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vawww.va.gov/oit/cio/itplanning/

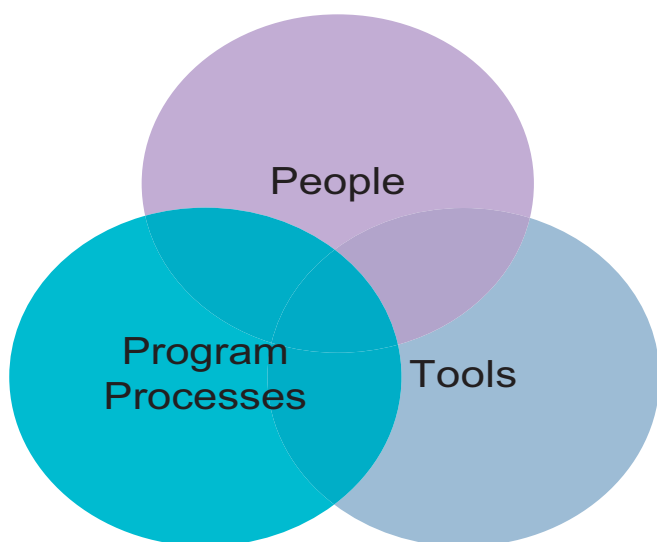
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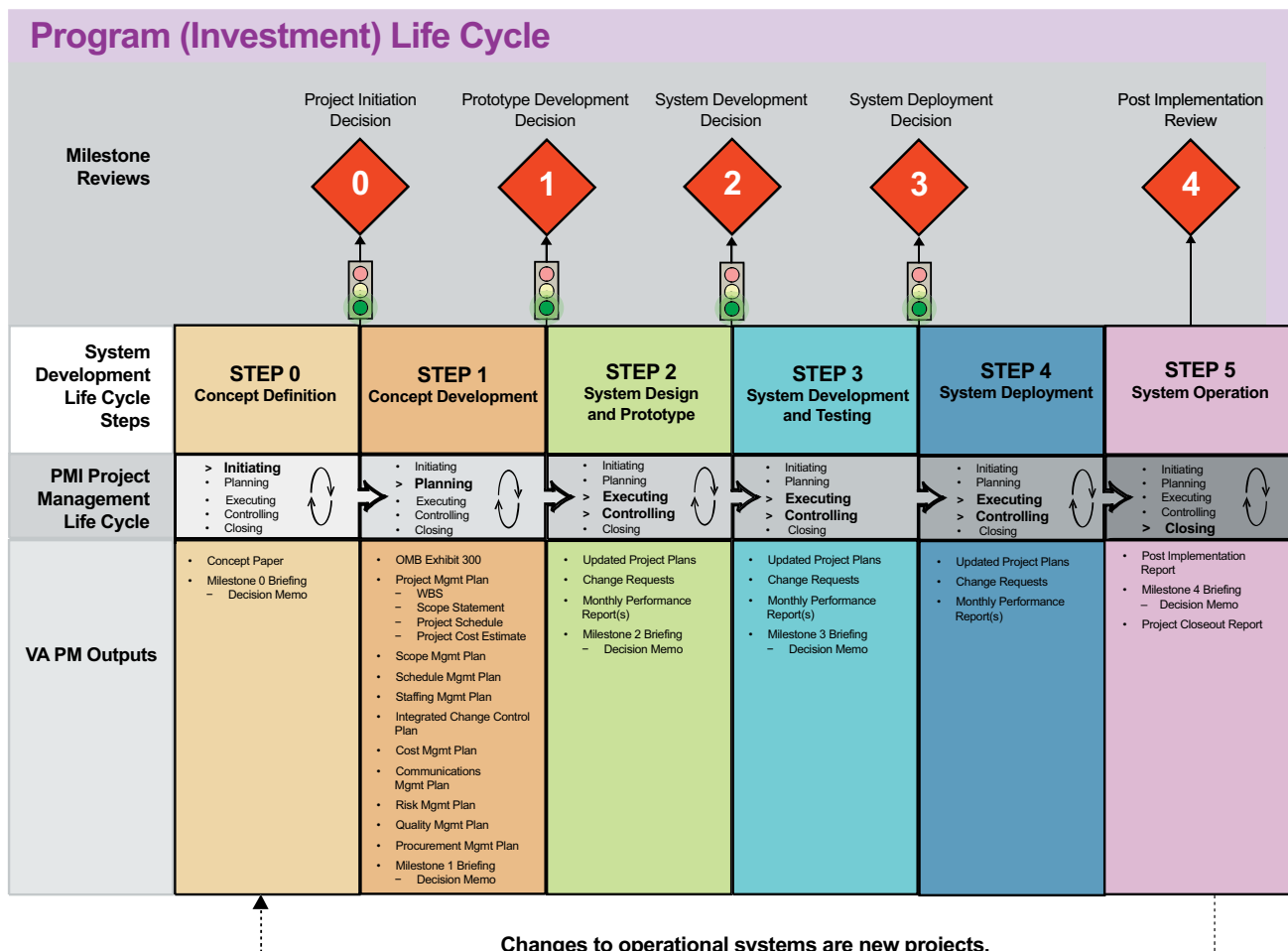
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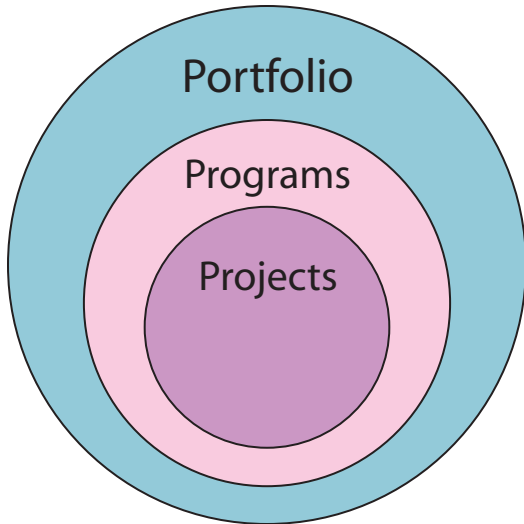
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U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

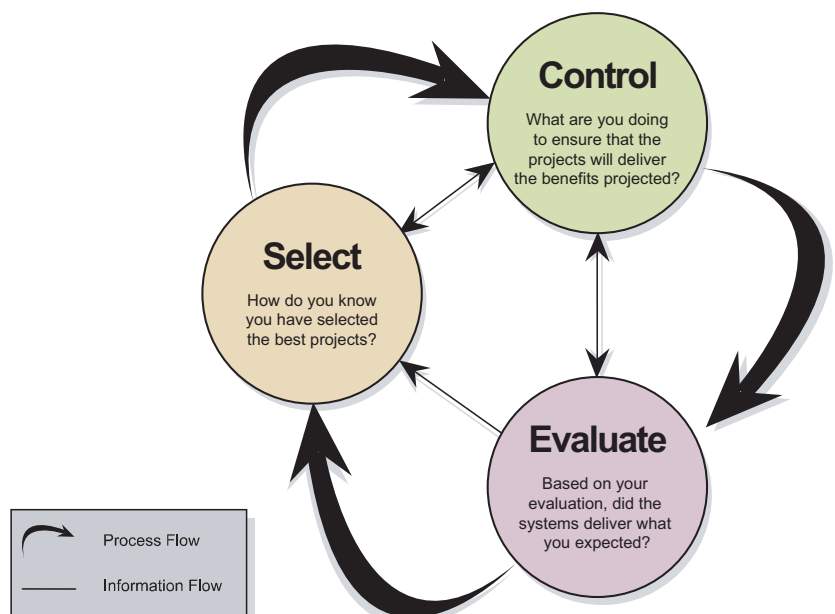
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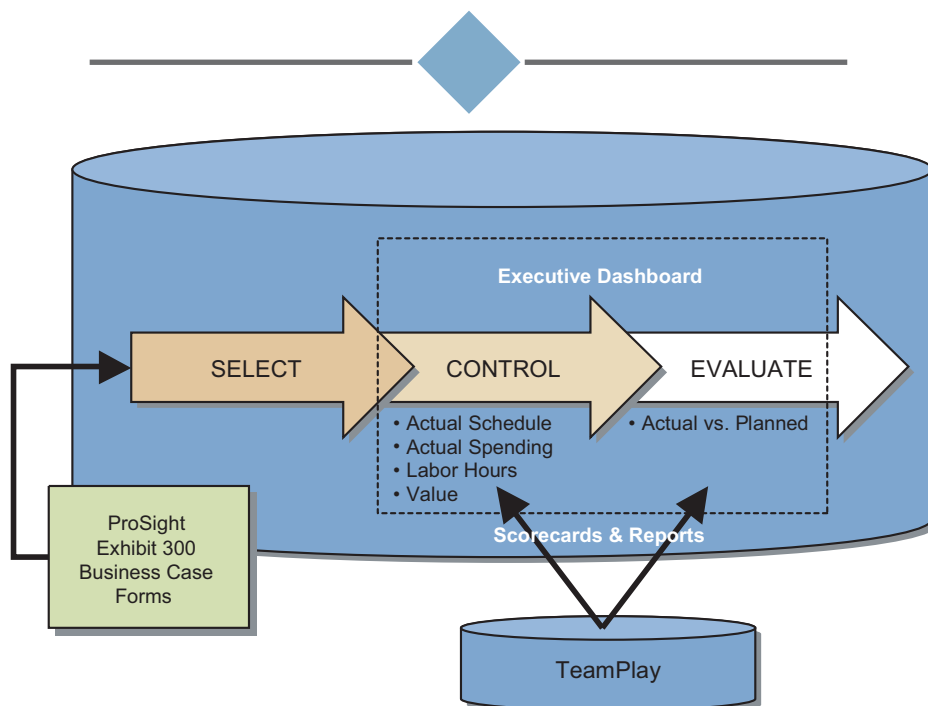
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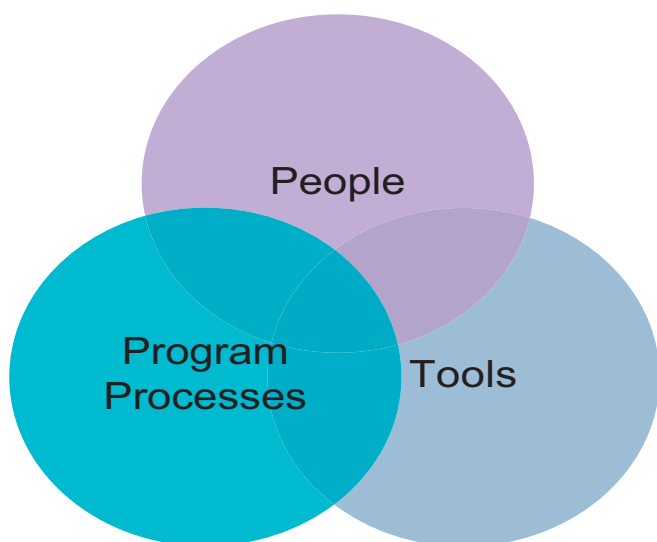
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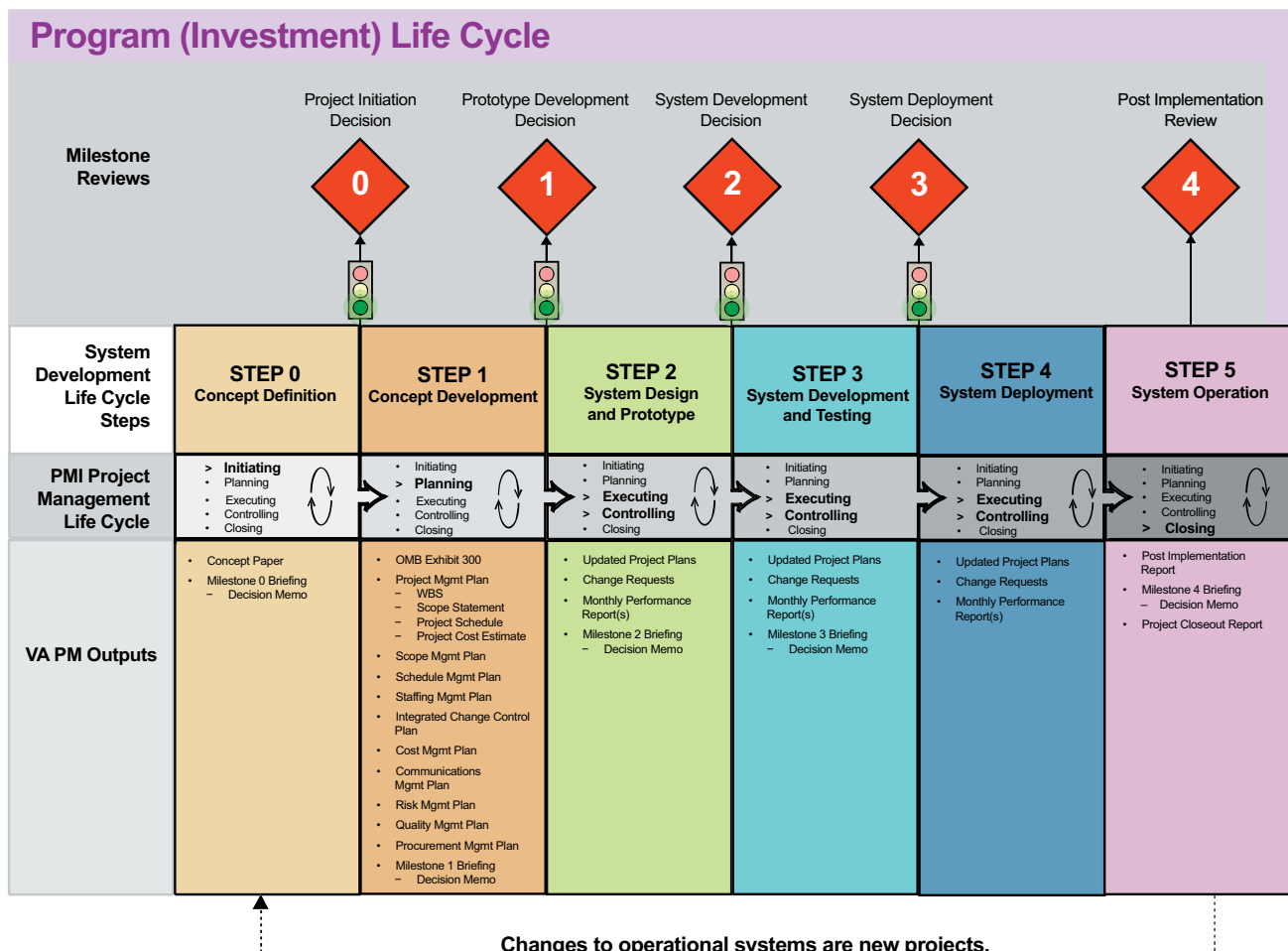
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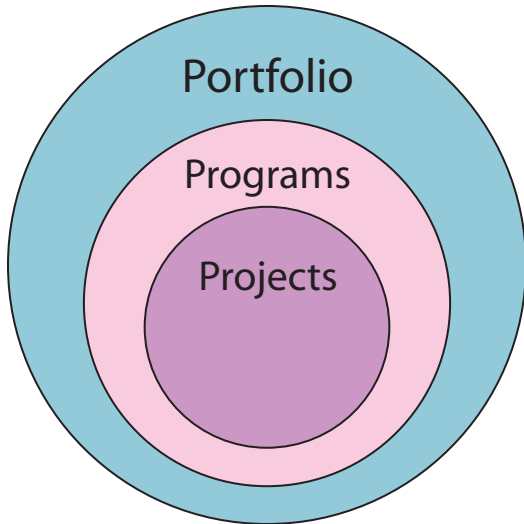
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

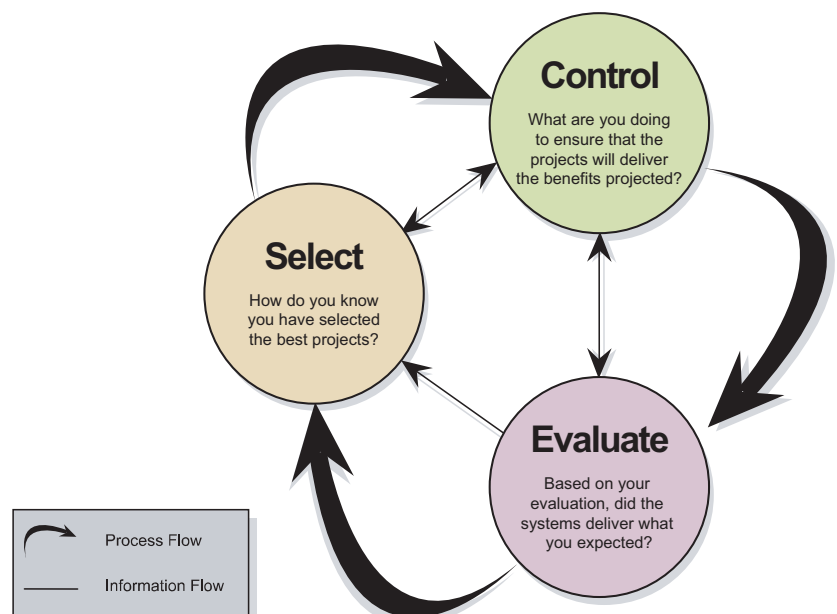
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U.S. DEPARTMENT OF VETERANS AFFAIRS

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File Edit View Project Enterprise Tools Admin Help

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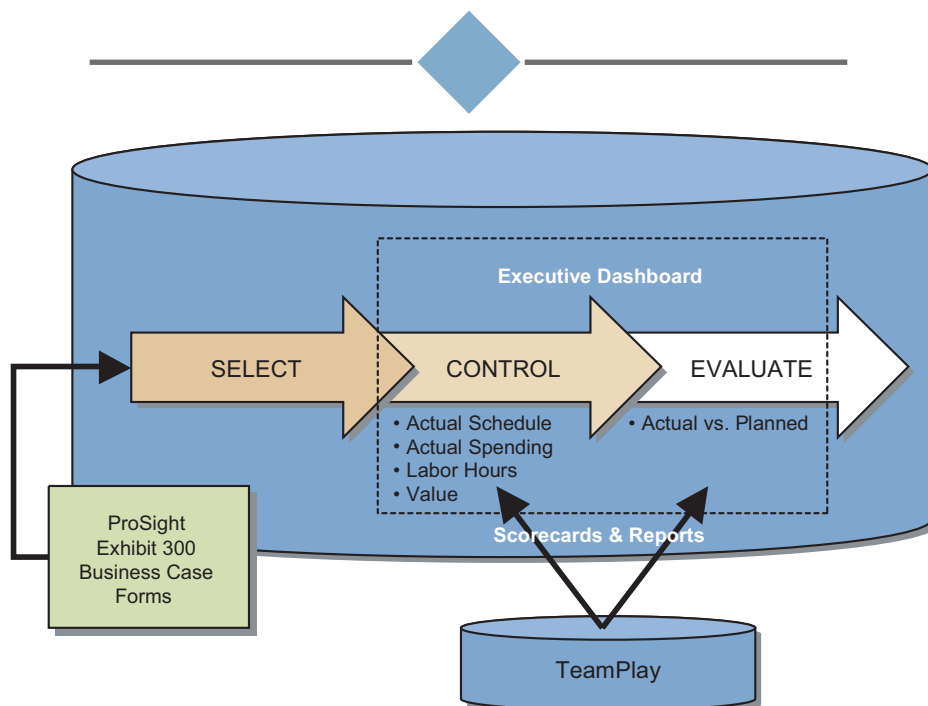
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U.S. DEPARTMENT OF VETERANS AFFAIRS

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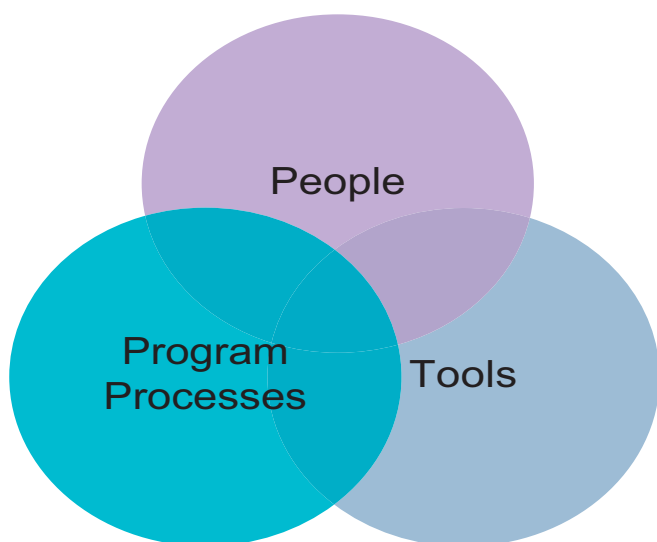
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

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The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



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The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

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This will enable the development of certified, competent project managers and team members who can employ repeatable best practices and processes that are enabled by best-of-breed tools to produce desired project results.

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TOOLS	PAGE 5
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U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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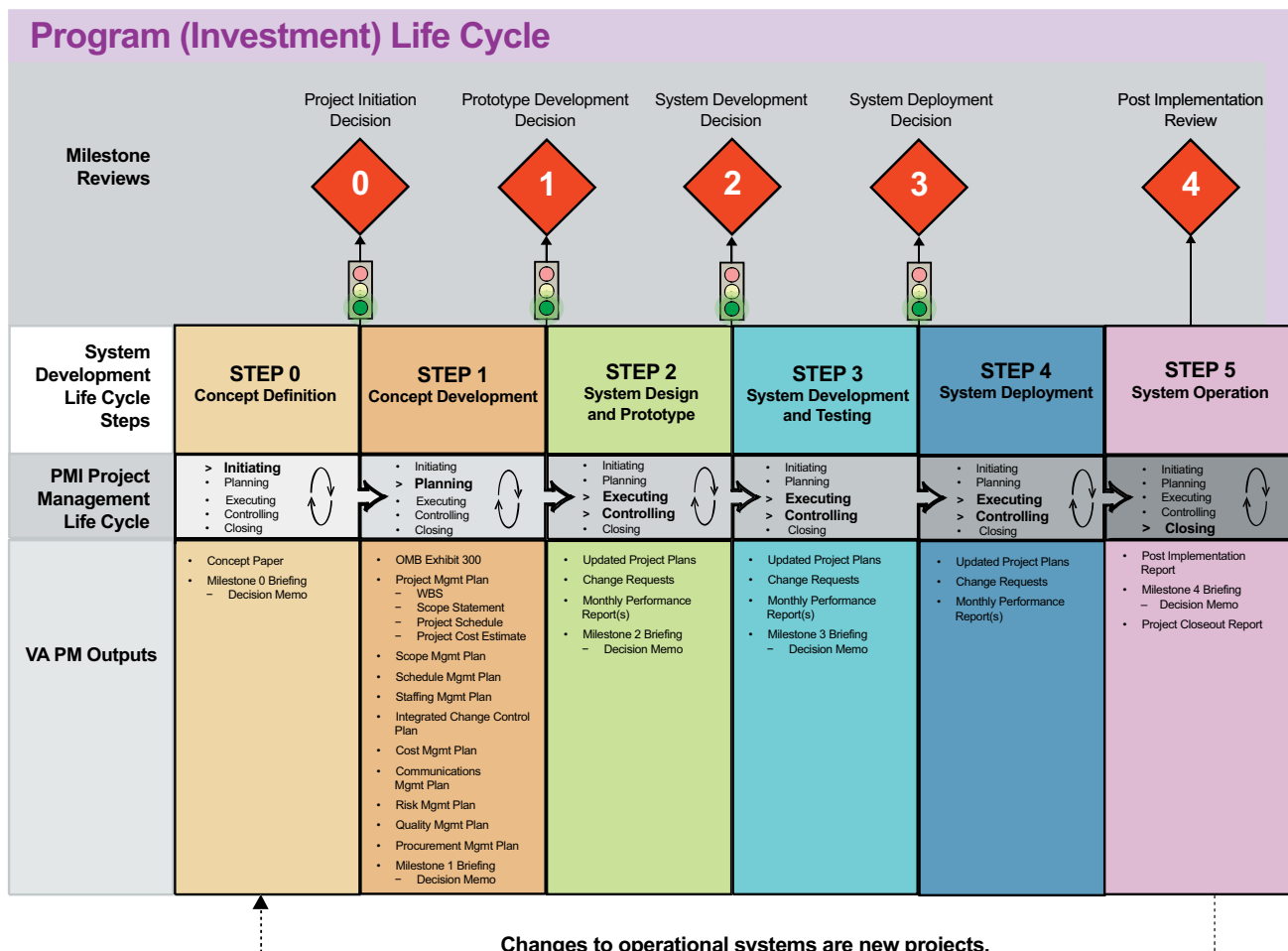
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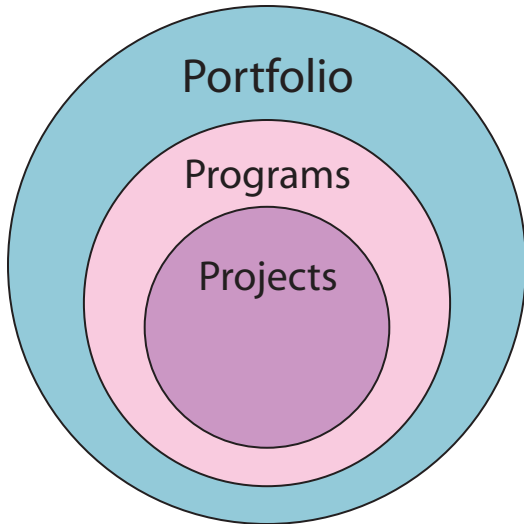
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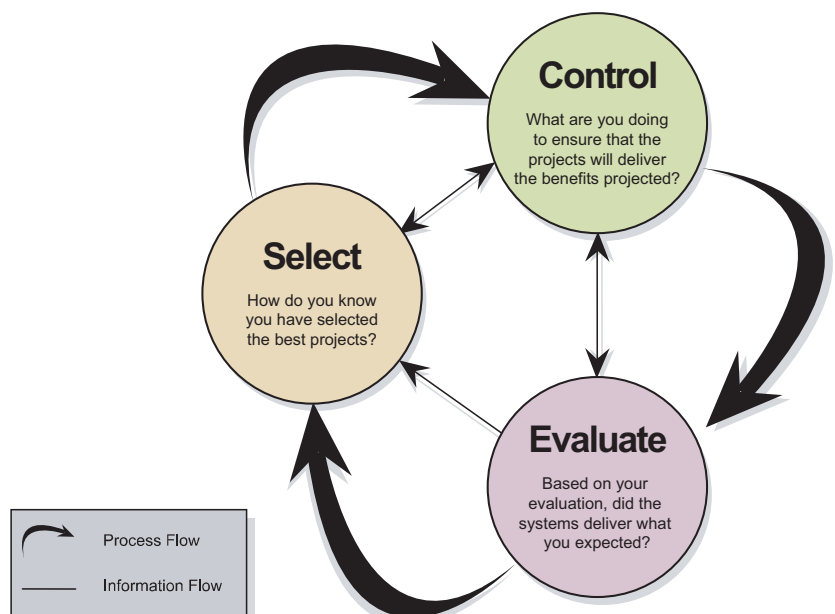
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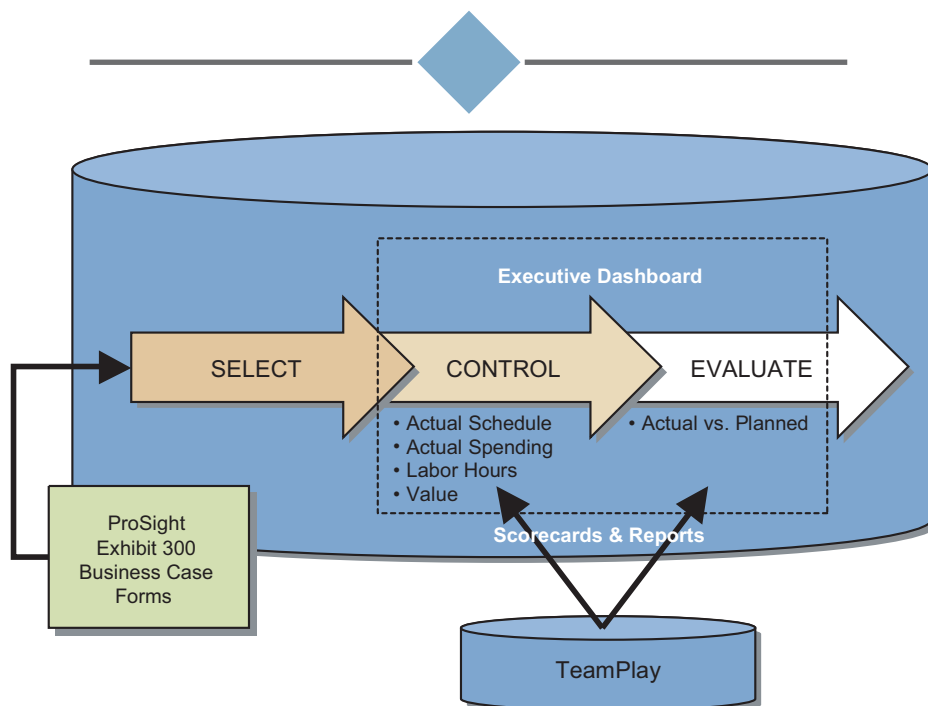
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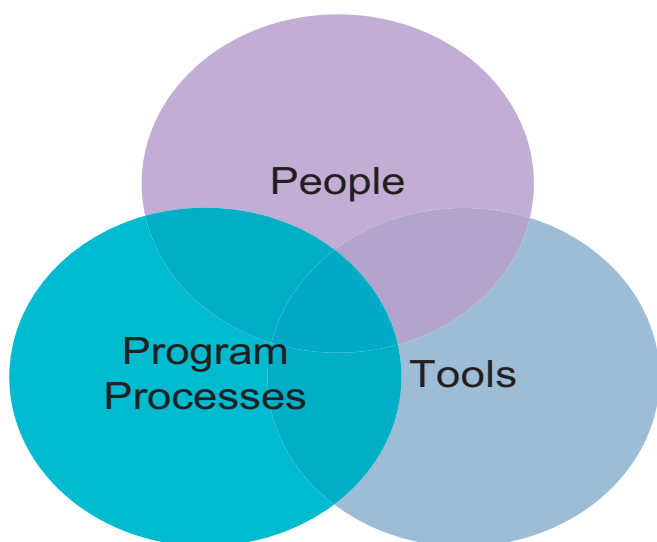
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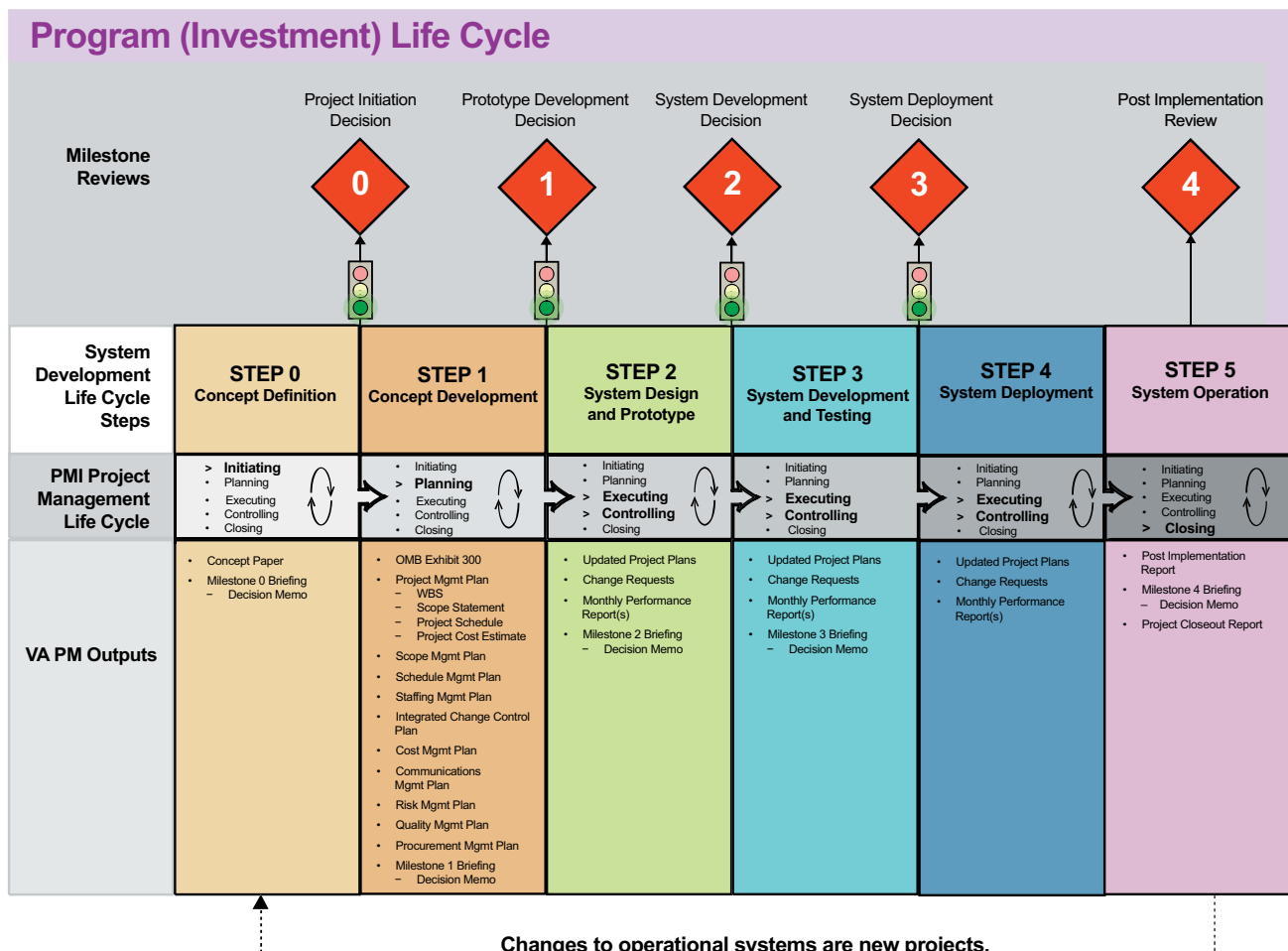
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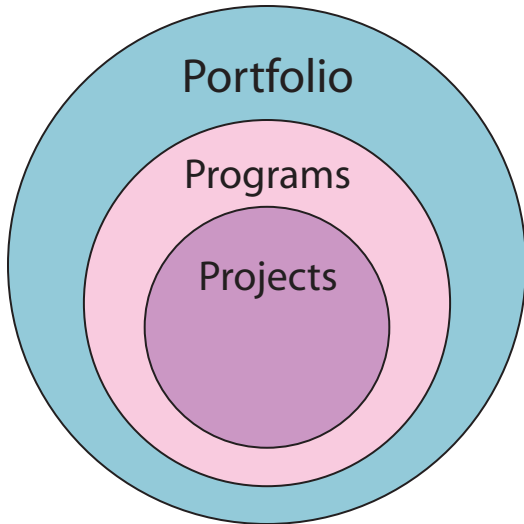
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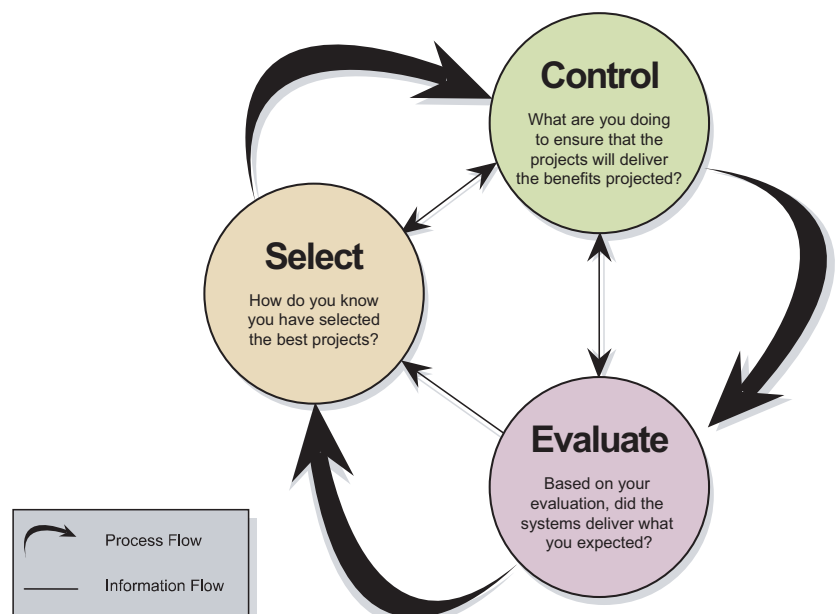
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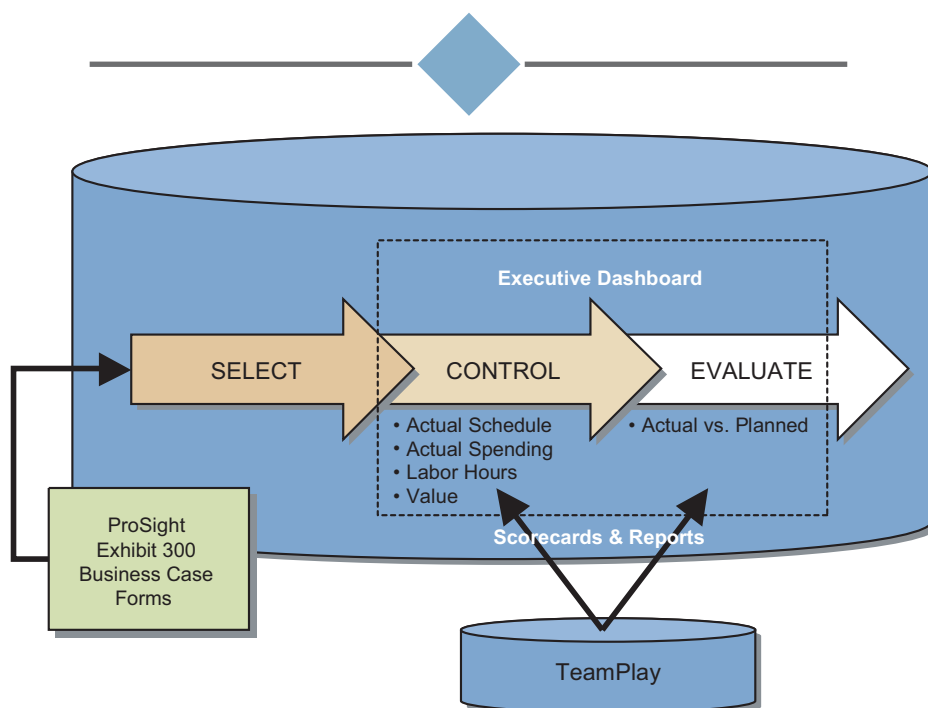
3:33 PM

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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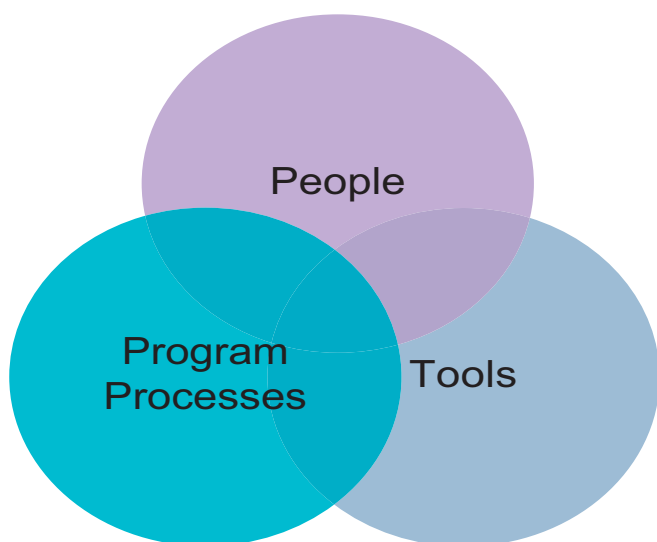
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



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What is Organizational Project Management?

The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

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This will enable the development of certified, competent project managers and team members who can employ repeatable best practices and processes that are enabled by best-of-breed tools to produce desired project results.

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PEOPLE	PAGE 2
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TOOLS	PAGE 5
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U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

Training

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U.S. DEPARTMENT OF VETERANS AFFAIRS

P R O G R A M

Project Management Process

VA's IT project management process is structured into logical steps separated by major decision points (called milestones), yet it also can be tailored to allow for iterative or evolutionary development and acquisition. These milestones provide the basis for comprehensive management, progressive decision-making, and authorization for funding projects in the IT Portfolio, as well as new projects and those identified as high priority, at each step in the process. (See figure below).

The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is Program Management?

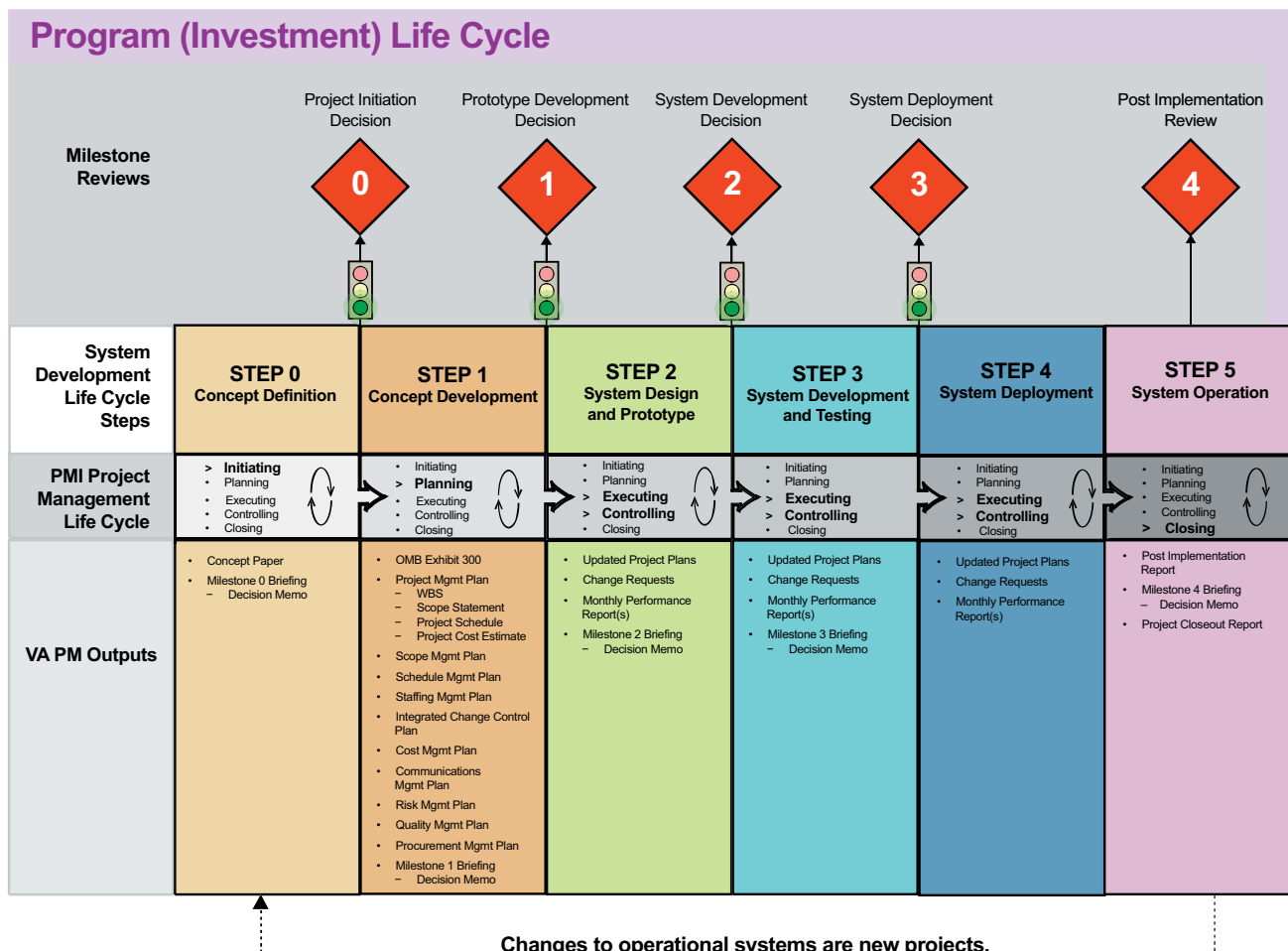
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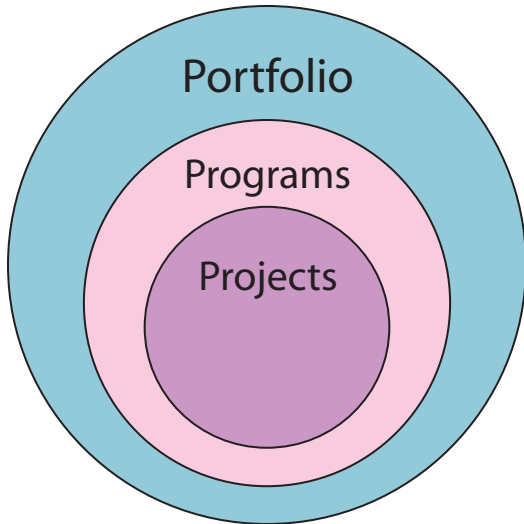
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

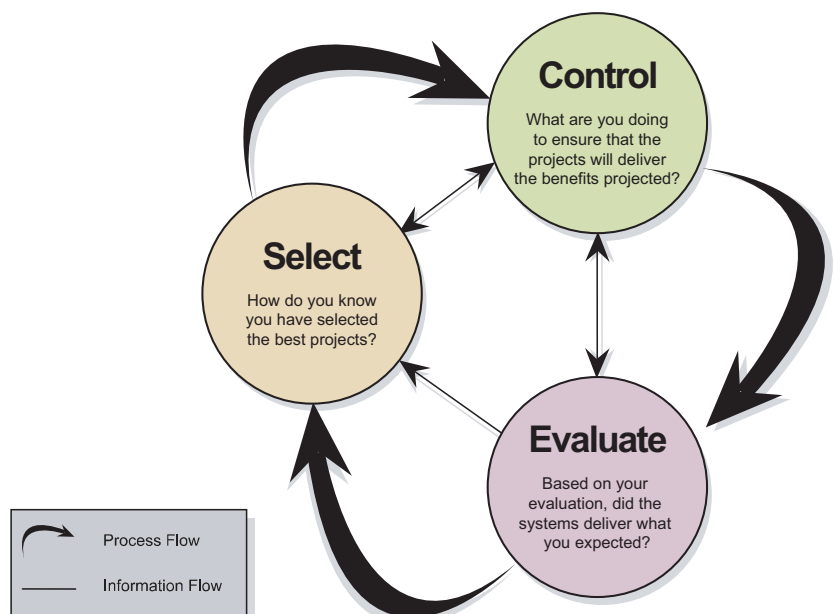
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VA has established an investment review and approval hierarchy. The review and approval process uses an Enterprise Information Board (EIB) to make decisions on IT investments, by selecting those projects that will be funded (i.e., **select**). The EIB is chaired by the Department's CIO/ Assistant Secretary for Information and Technology, and its members include the Deputy CIO for VA, Deputy CIOs from each administration, and representatives from VA's business and technical communities. The EIB also reviews project performance on a regular basis as the initiative progresses through the IT Project Management Framework (i.e., **control**). A post-implementation review evaluates the project's history and lessons learned to identify training requirements and knowledge to be used by future project teams to identify and mitigate risks, refine estimating parameters, and improve project management (i.e., **evaluate**).

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



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File Edit View Project Enterprise Tools Admin Help

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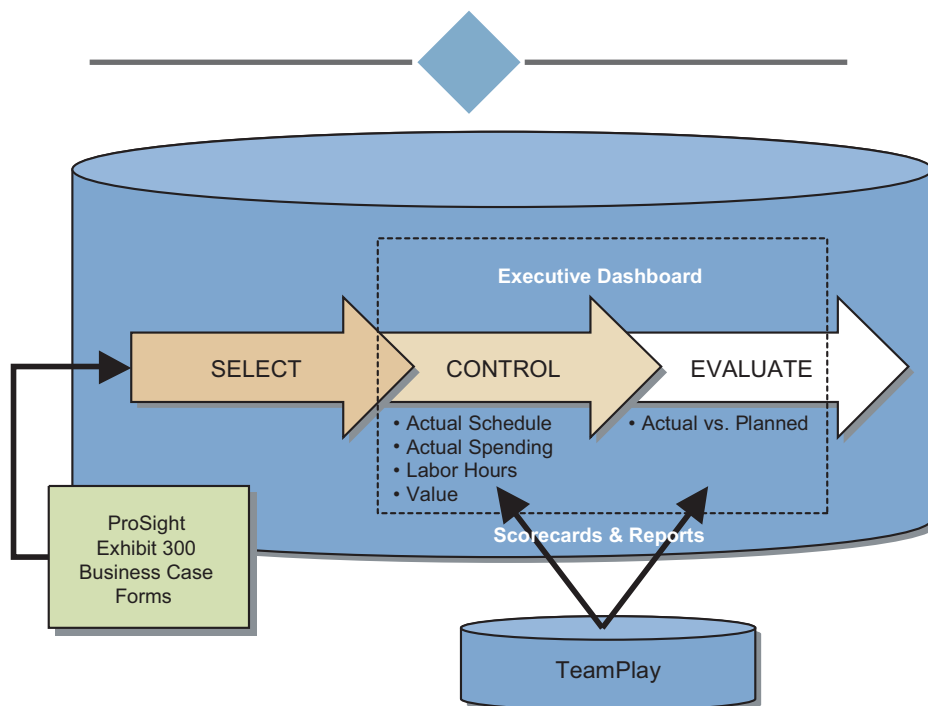
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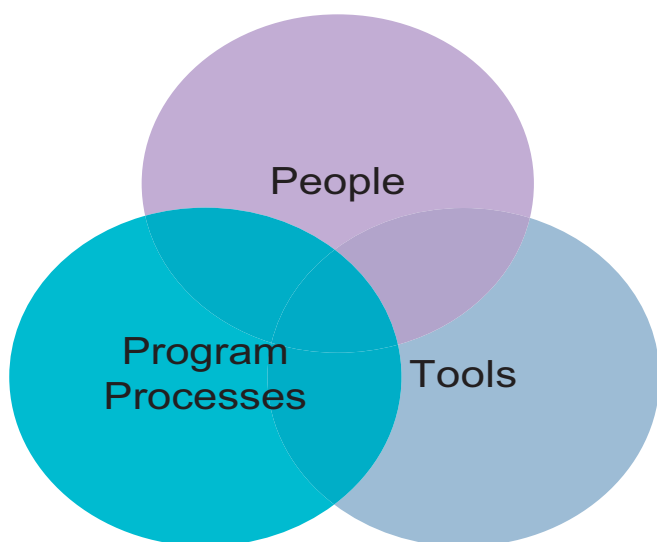
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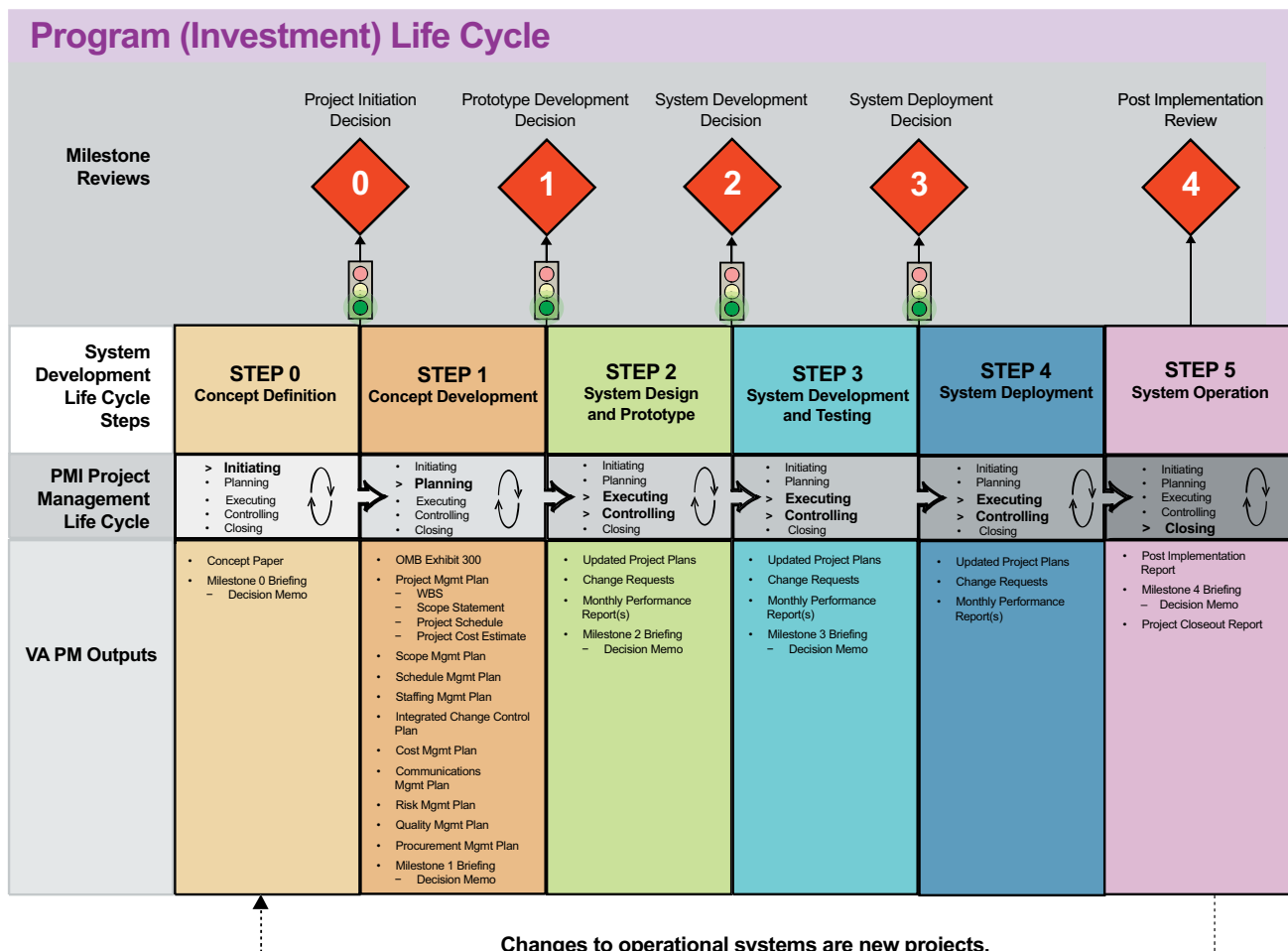
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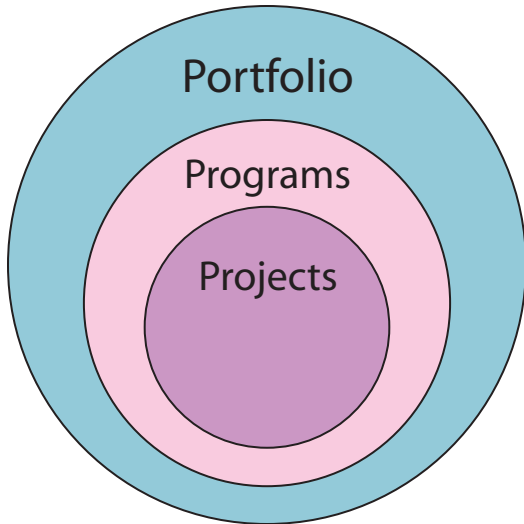
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PROCESSES



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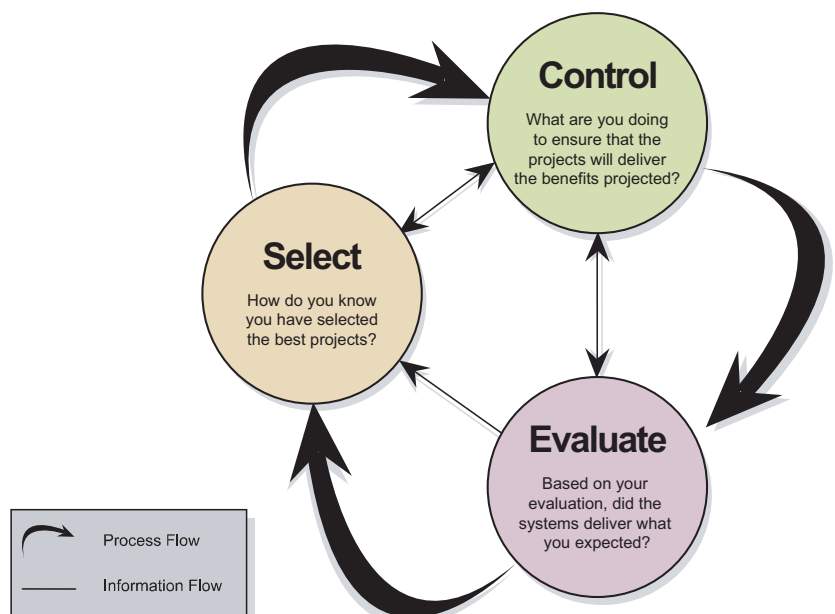
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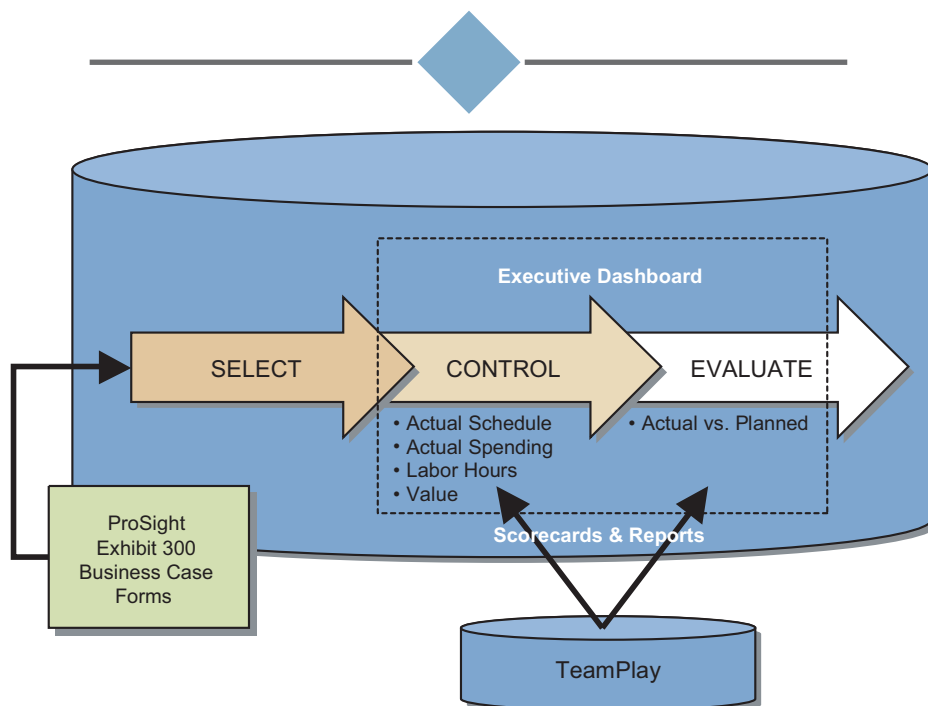
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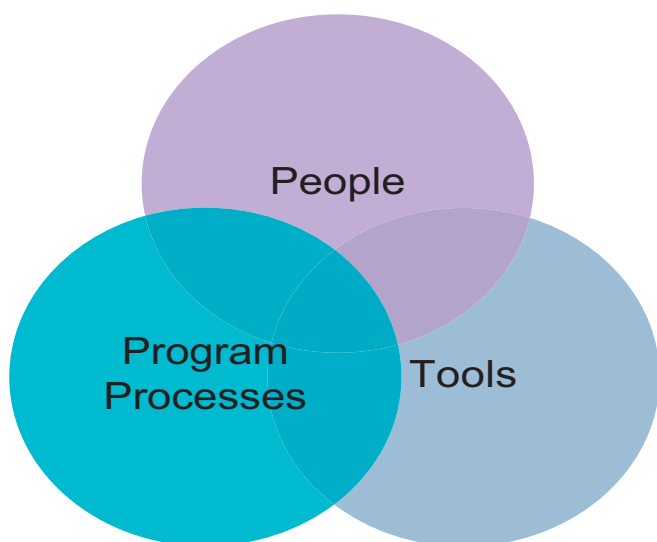
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More information regarding VA's PM Training and Certification Program is available on VA's intranet site at:
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U.S. DEPARTMENT OF VETERANS AFFAIRS

P R O G R A M

Project Management Process

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The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is Program Management?

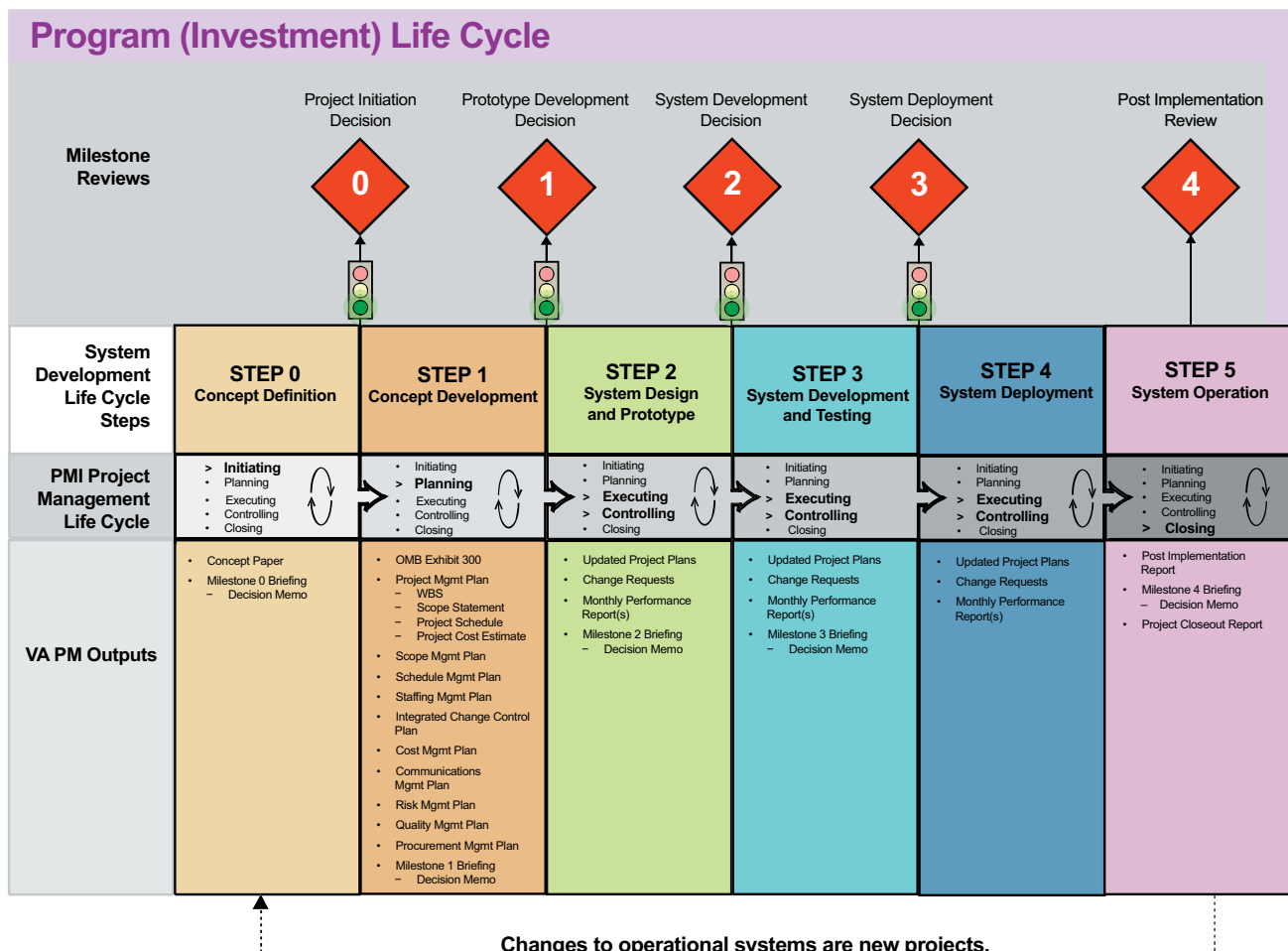
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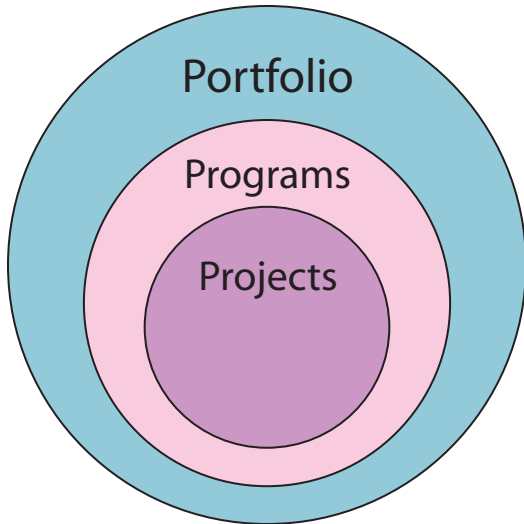
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

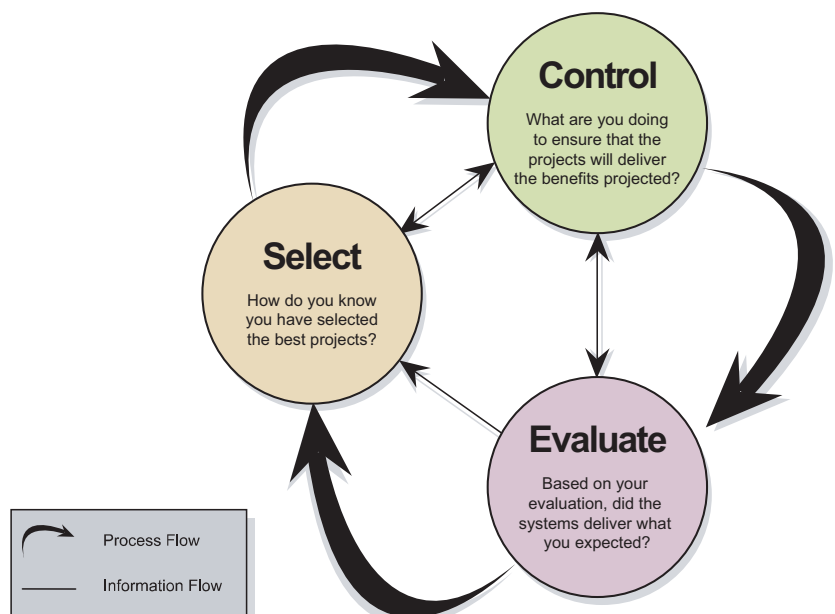
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VA has established an investment review and approval hierarchy. The review and approval process uses an Enterprise Information Board (EIB) to make decisions on IT investments, by selecting those projects that will be funded (i.e., **select**). The EIB is chaired by the Department's CIO/ Assistant Secretary for Information and Technology, and its members include the Deputy CIO for VA, Deputy CIOs from each administration, and representatives from VA's business and technical communities. The EIB also reviews project performance on a regular basis as the initiative progresses through the IT Project Management Framework (i.e., **control**). A post-implementation review evaluates the project's history and lessons learned to identify training requirements and knowledge to be used by future project teams to identify and mitigate risks, refine estimating parameters, and improve project management (i.e., **evaluate**).

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



U.S. DEPARTMENT OF VETERANS AFFAIRS

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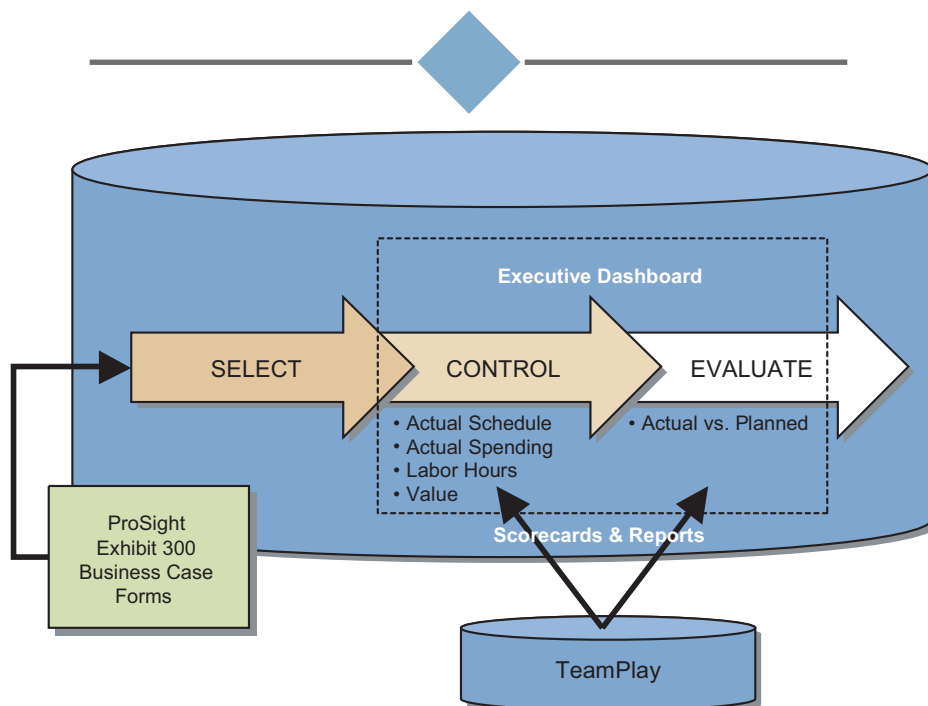
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PM Tasks Accomplished with TeamPlay®

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Capital Asset Management System (CAMS)

CAMS offers portfolio management with a total view of all assets and initiatives across the enterprise (i.e., Information Technology, Equipment, etc.). It supports strategic and operational decision-making and offers the ability to integrate asset management information into corporate knowledge.



U.S. DEPARTMENT OF VETERANS AFFAIRS

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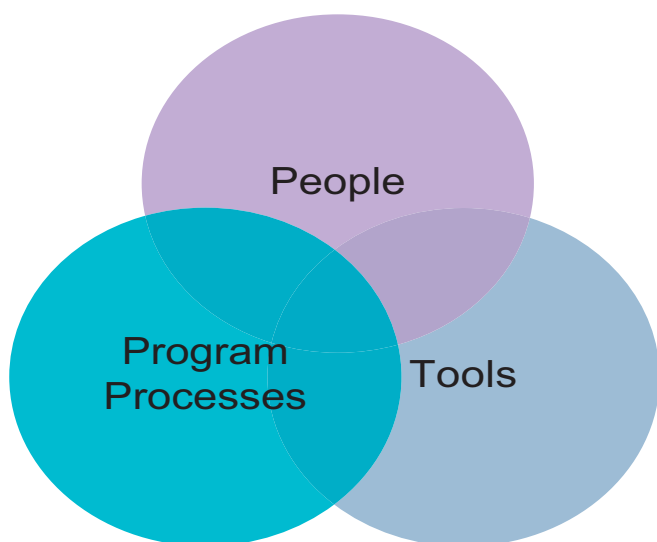
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



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The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

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PEOPLE	PAGE 2
PROGRAM PROCESSES PROJECT, PROGRAM, AND PORTFOLIO MANAGEMENT	PAGE 3-4
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U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

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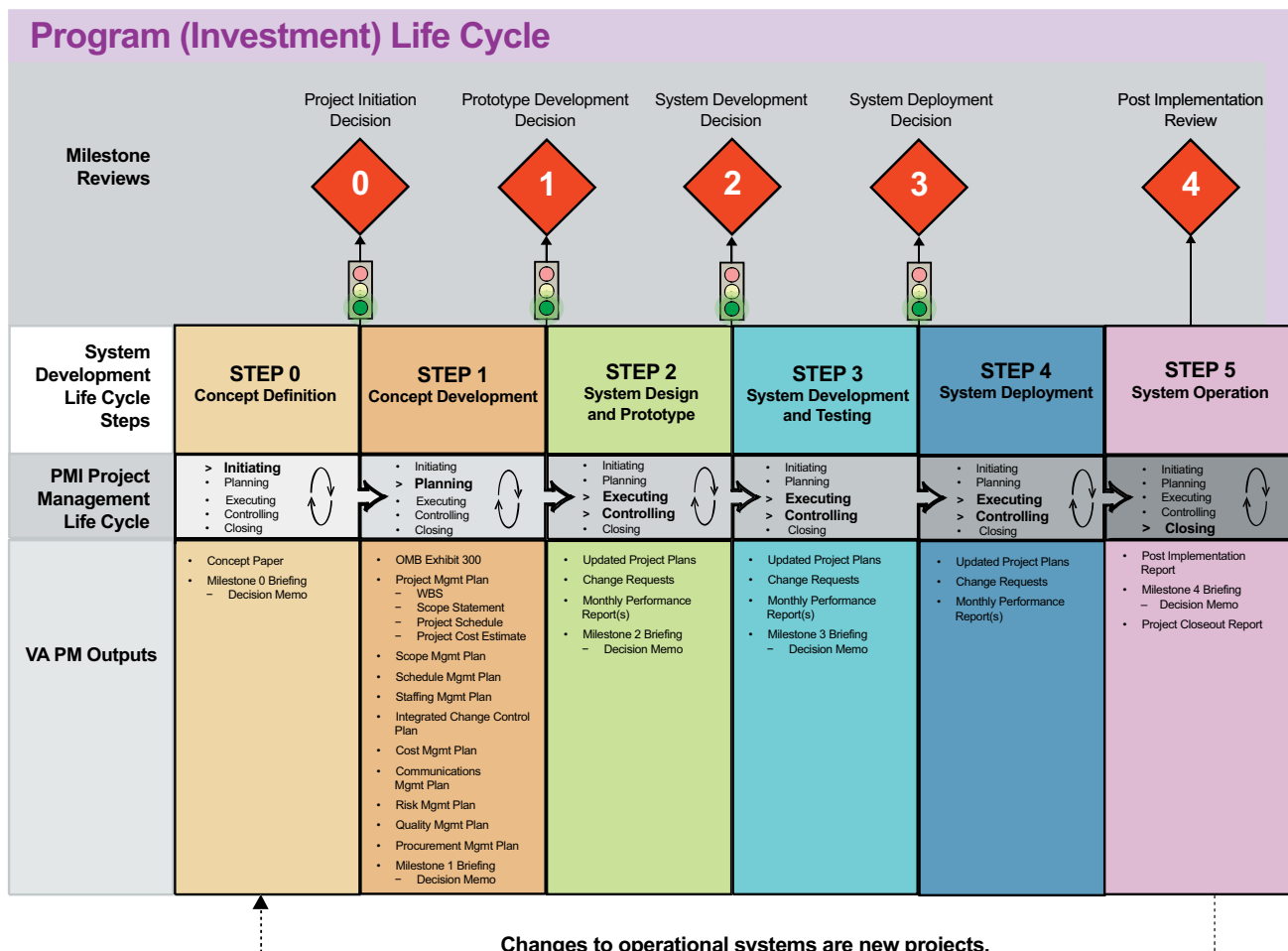
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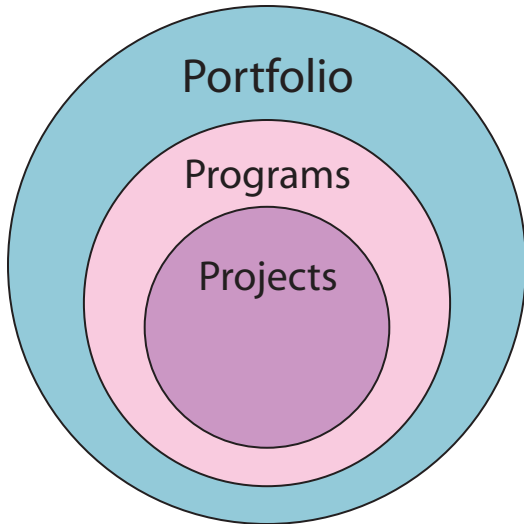
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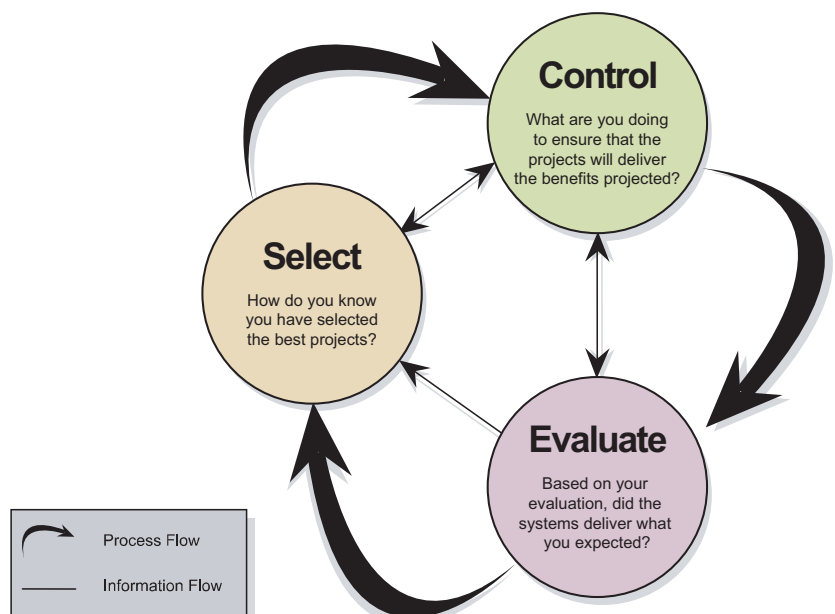
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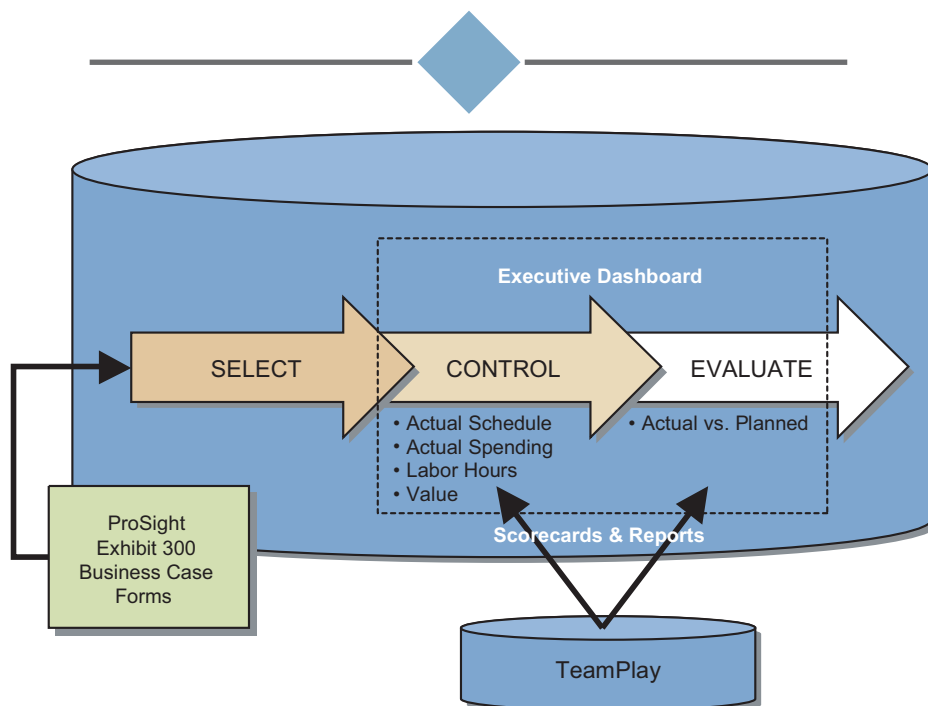
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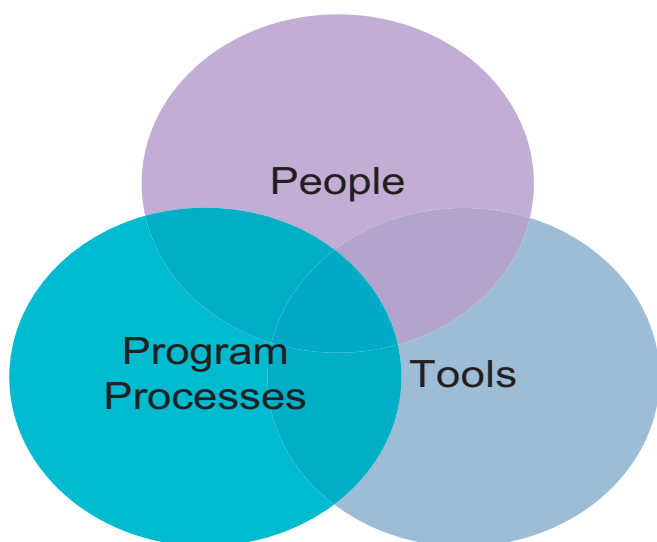
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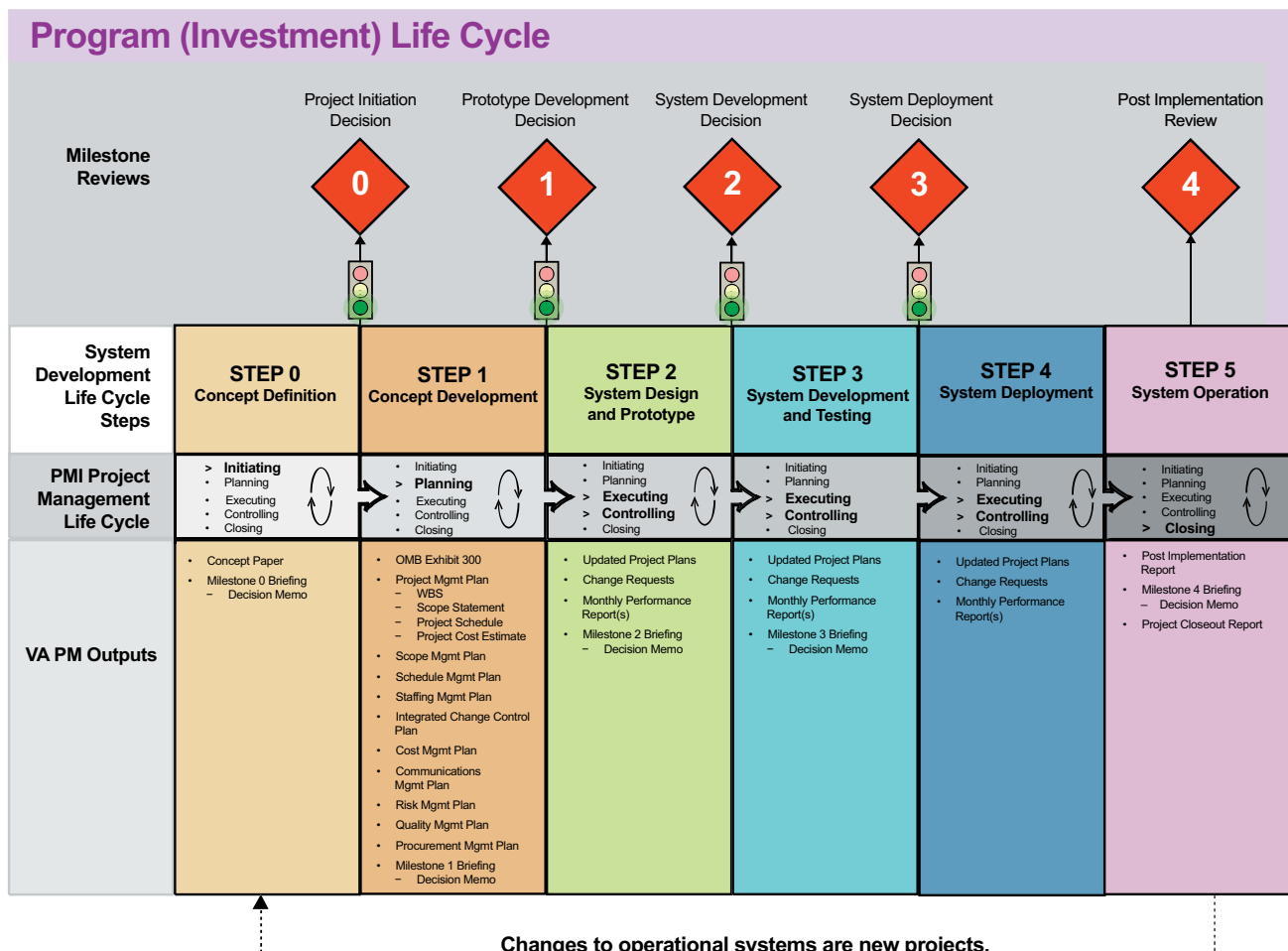
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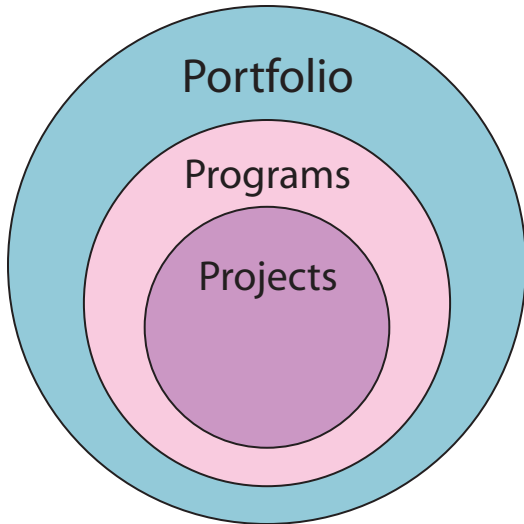
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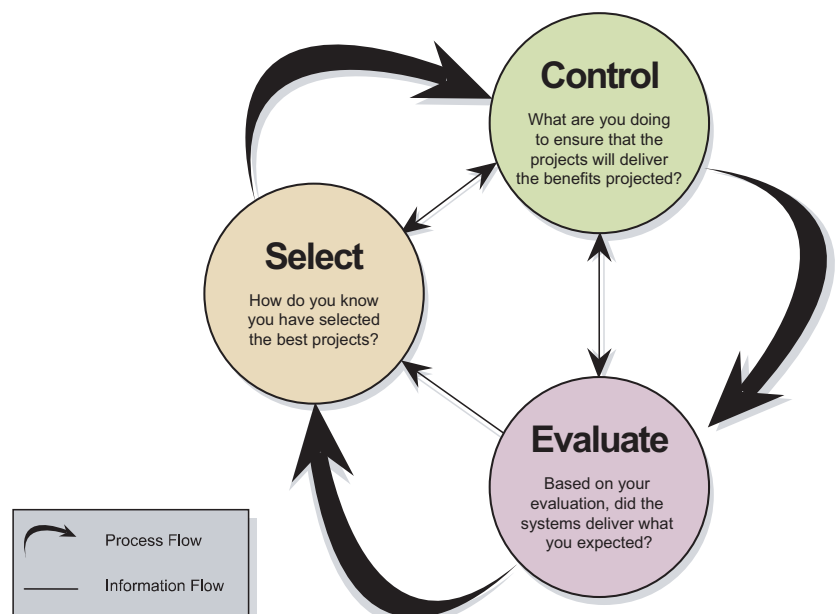
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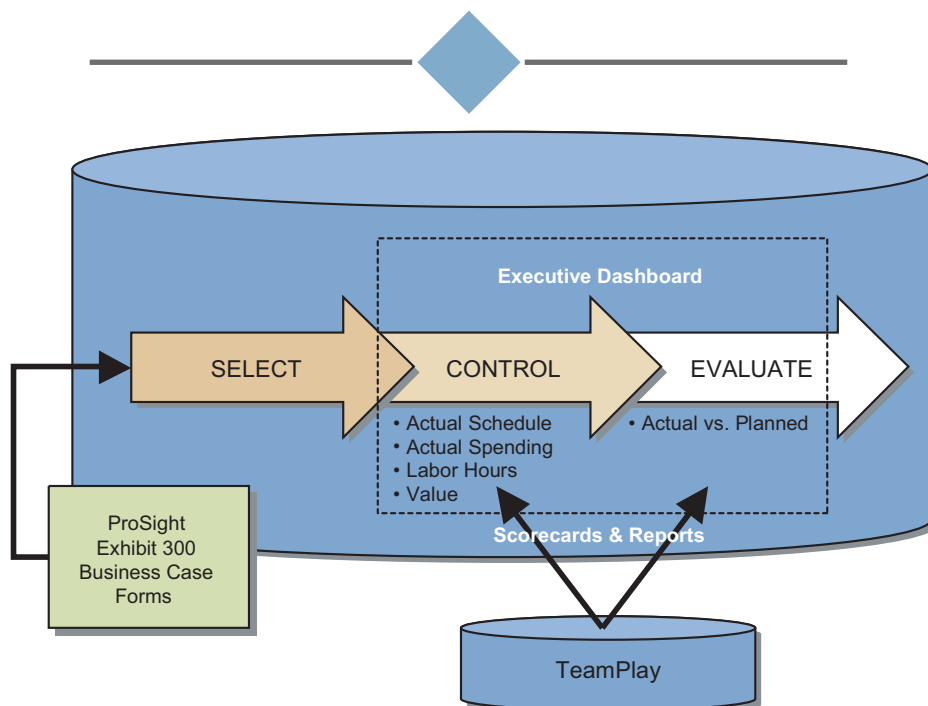
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PM Tasks Accomplished with TeamPlay®

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U.S. DEPARTMENT OF VETERANS AFFAIRS

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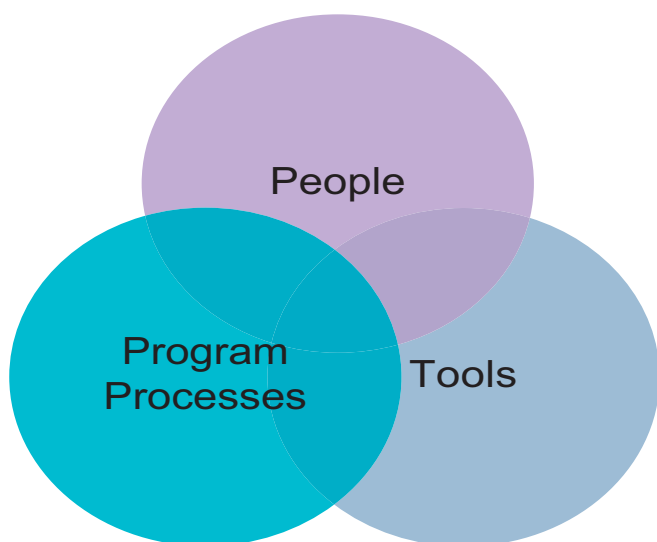
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



VA Program Management Guidance Documents

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What is Organizational Project Management?

The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

- ☑ *standard OPM training, development, and certification;*
- ☑ *standard OPM processes and practices; and*
- ☑ *standard OPM tools.*

This will enable the development of certified, competent project managers and team members who can employ repeatable best practices and processes that are enabled by best-of-breed tools to produce desired project results.

CONTENTS

PEOPLE	PAGE 2
PROGRAM PROCESSES PROJECT, PROGRAM, AND PORTFOLIO MANAGEMENT	PAGE 3-4
TOOLS	PAGE 5
CONTACT INFORMATION	PAGE 6

U.S. DEPARTMENT OF VETERANS AFFAIRS

PEOPLE

Training

VA employees involved in project management (i.e., project managers, team members, oversight review staff) must be equipped with the appropriate project management knowledge and skills. VA realizes that in order to gain these skills, staff members must be offered relevant training. As such, VA is providing a seven-course curriculum (OneVA Project Management Training Program) which will promote VA-wide project management competencies and is available in a classroom setting or on-line.

OneVA Project Management Training Program

Managing Projects

Project Leadership, Management,
and Communication

Scheduling and Cost Control

Risk Management

Quality for Project Managers

Contracting for Project Managers

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Level I is intended for project team members, stakeholders and project managers of small, less complex projects. To qualify, nominees must complete the first course in the OneVA Project Management Training Program, or show proof of similar training, such as completing "Leading Project Managers: A Guide to Success."

Level II is intended for project managers of complex projects. Nominees must have met Level 1 requirements, PLUS:

- (1) Have two years of project management related experience, and
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Level III is intended for project managers of enterprise-level projects (e.g., Exhibit 300-level projects require this level of certification). Nominees must have met Level 2 requirements, PLUS:

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- (3) Have a current PMP certification from PMI, or its equivalent.

U.S. DEPARTMENT OF VETERANS AFFAIRS

P R O G R A M

Project Management Process

VA's IT project management process is structured into logical steps separated by major decision points (called milestones), yet it also can be tailored to allow for iterative or evolutionary development and acquisition. These milestones provide the basis for comprehensive management, progressive decision-making, and authorization for funding projects in the IT Portfolio, as well as new projects and those identified as high priority, at each step in the process. (See figure below).

The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is Program Management?

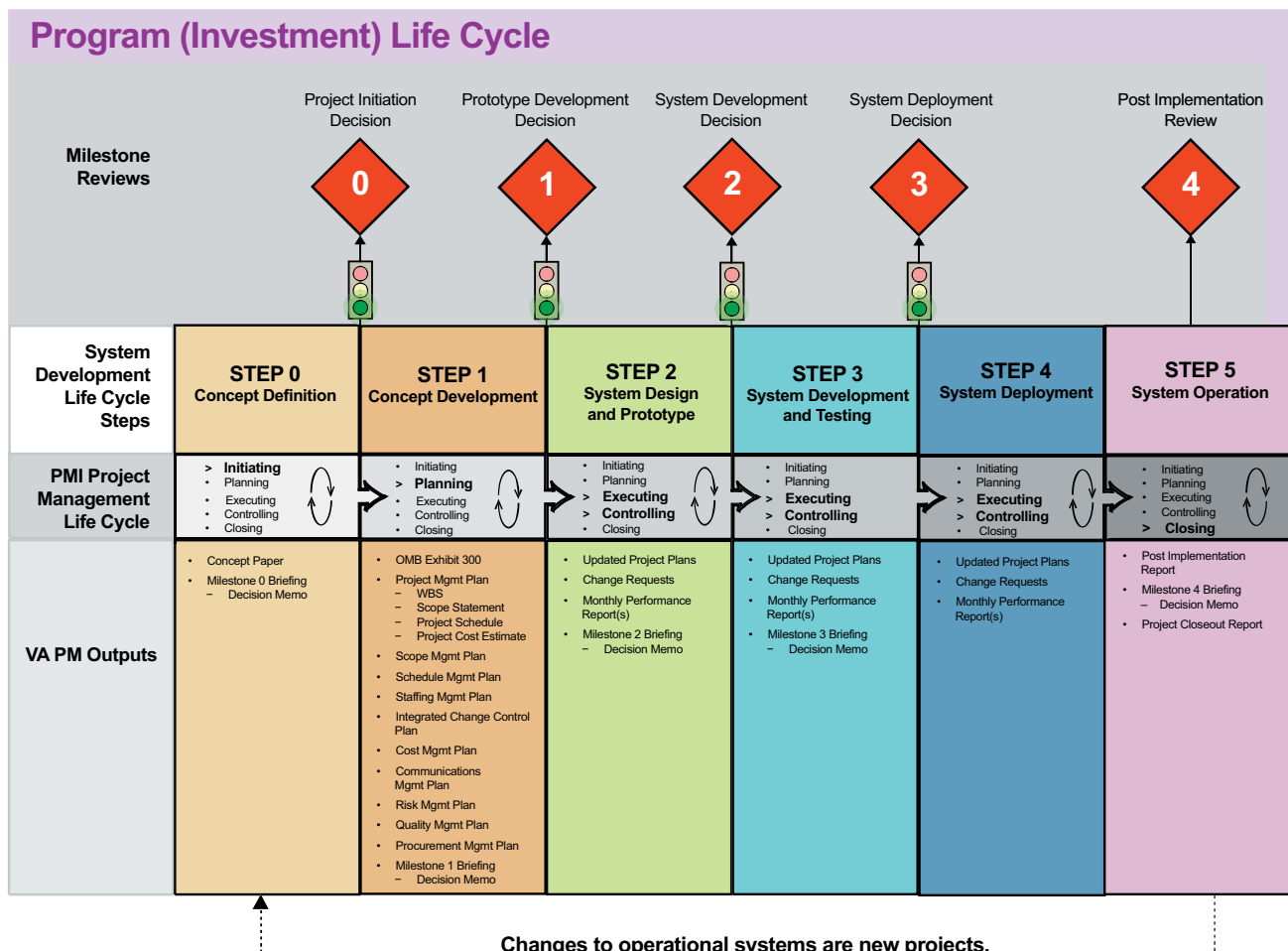
The centralized, coordinated management of a program to achieve the programs strategic objectives and benefits.

What is Portfolio Management?

The selection and support of project or project investments as guided by the organization's strategic plan and available resources.

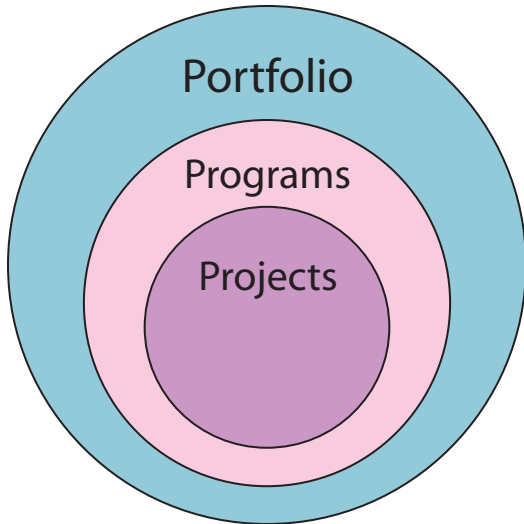
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



U.S. DEPARTMENT OF VETERANS AFFAIRS

PROCESSES



Benefits of Organizational Project Management

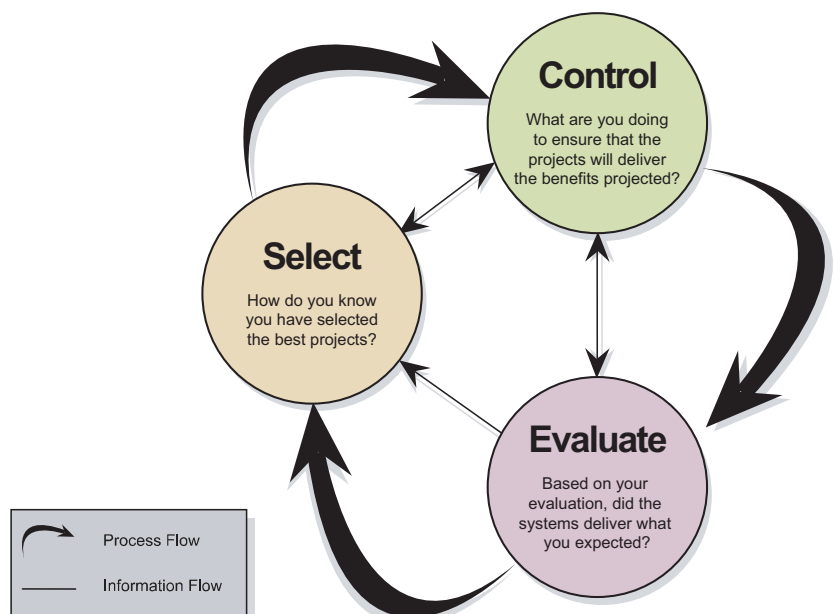
- ☑ Strengthens the link between strategic planning and execution to meet an organization's unique set of needs
- ☑ Improves management and reporting of data
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- ☑ Helps define the right program requirements to meet the stakeholder's needs
- ☑ Enables effective schedule, cost, and risk management
- ☑ Provides guidance and flexibility to implement an organizational strategy through successful projects

VA Investment Review Process

VA has established an investment review and approval hierarchy. The review and approval process uses an Enterprise Information Board (EIB) to make decisions on IT investments, by selecting those projects that will be funded (i.e., **select**). The EIB is chaired by the Department's CIO/ Assistant Secretary for Information and Technology, and its members include the Deputy CIO for VA, Deputy CIOs from each administration, and representatives from VA's business and technical communities. The EIB also reviews project performance on a regular basis as the initiative progresses through the IT Project Management Framework (i.e., **control**). A post-implementation review evaluates the project's history and lessons learned to identify training requirements and knowledge to be used by future project teams to identify and mitigate risks, refine estimating parameters, and improve project management (i.e., **evaluate**).

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



U.S. DEPARTMENT OF VETERANS AFFAIRS

TOOLS

VA uses tools and techniques to gather, analyze and manage data generated by project management related processes. Primavera's TeamPlay® has been selected as the project management software for managing VA projects (i.e, OMB 300-level IT projects). TeamPlay® is a unified project process and resource management software that offers the combined benefit of managing projects, building and using standard methodologies, and efficiently leveraging resources to deliver projects on-time, on-budget, and within scope.

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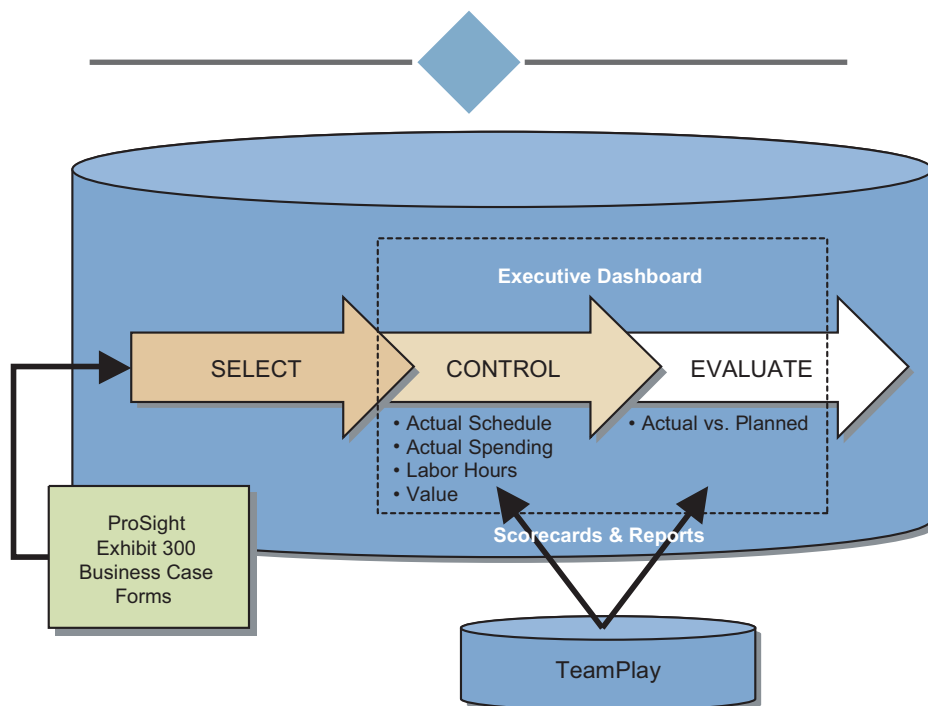
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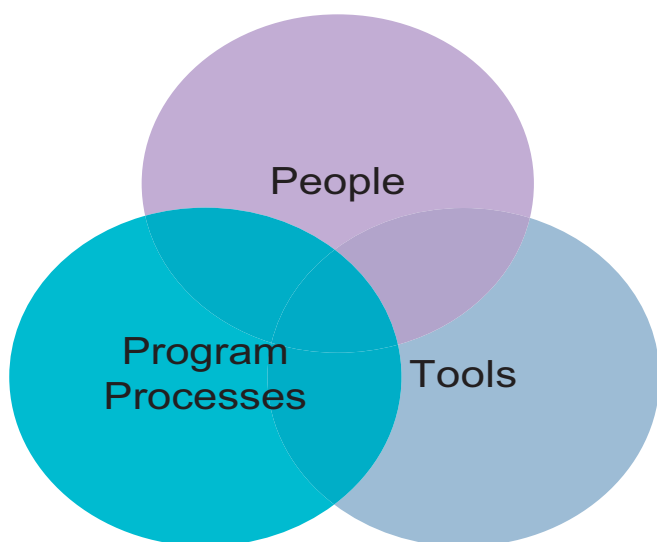
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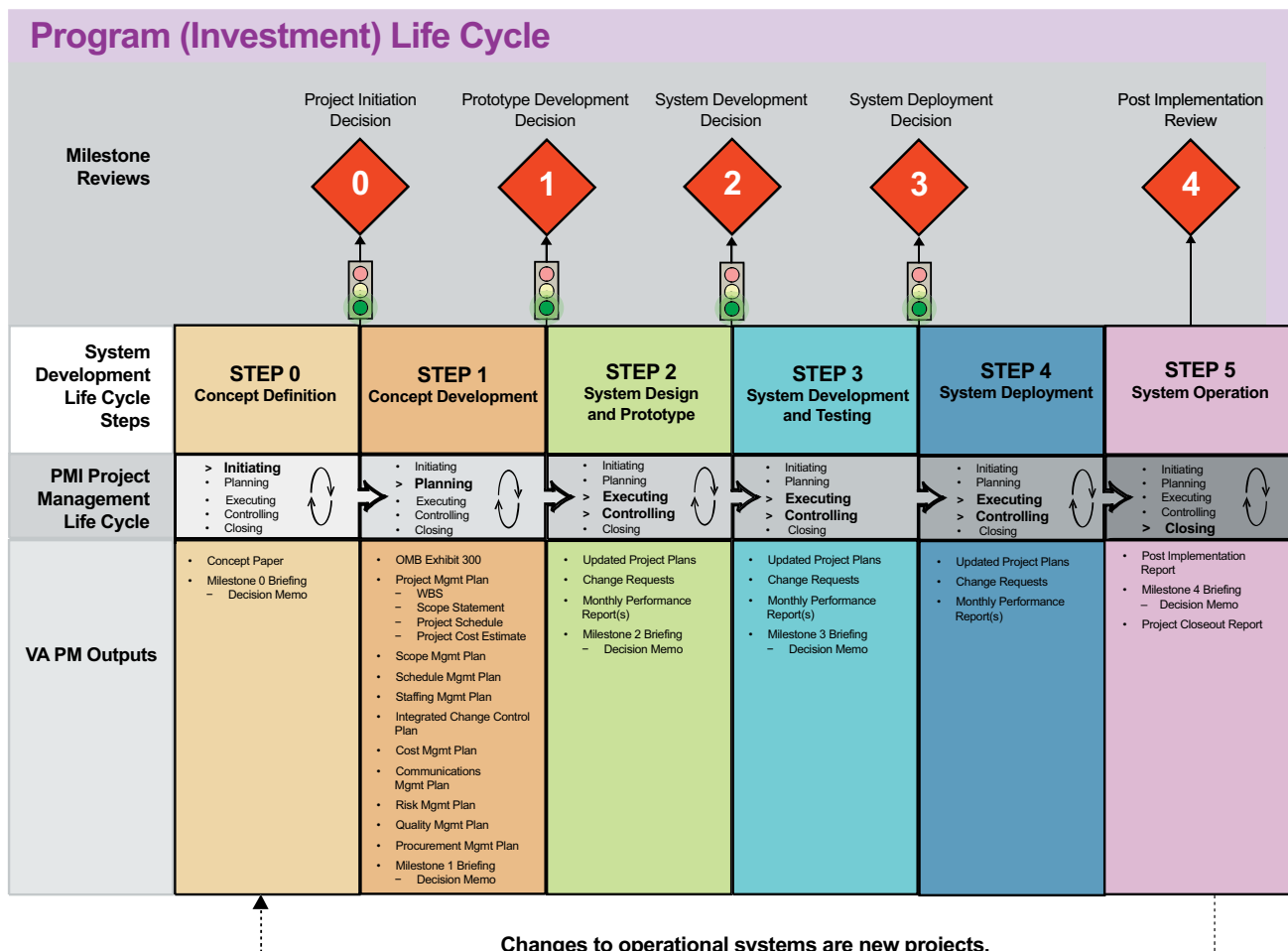
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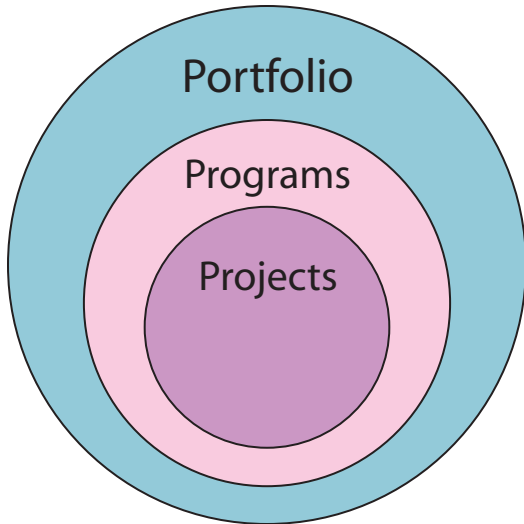
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VA IT Project Management Framework



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PROCESSES



VA Investment Review Process

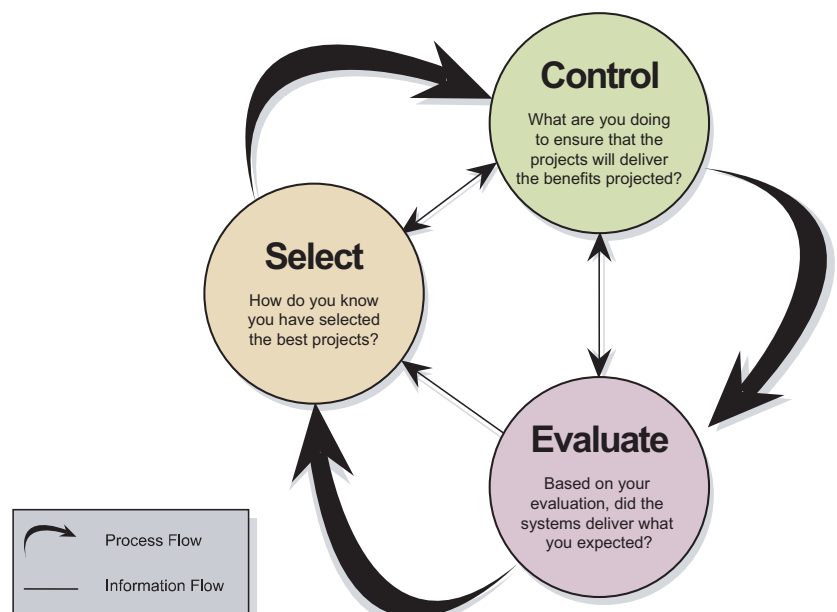
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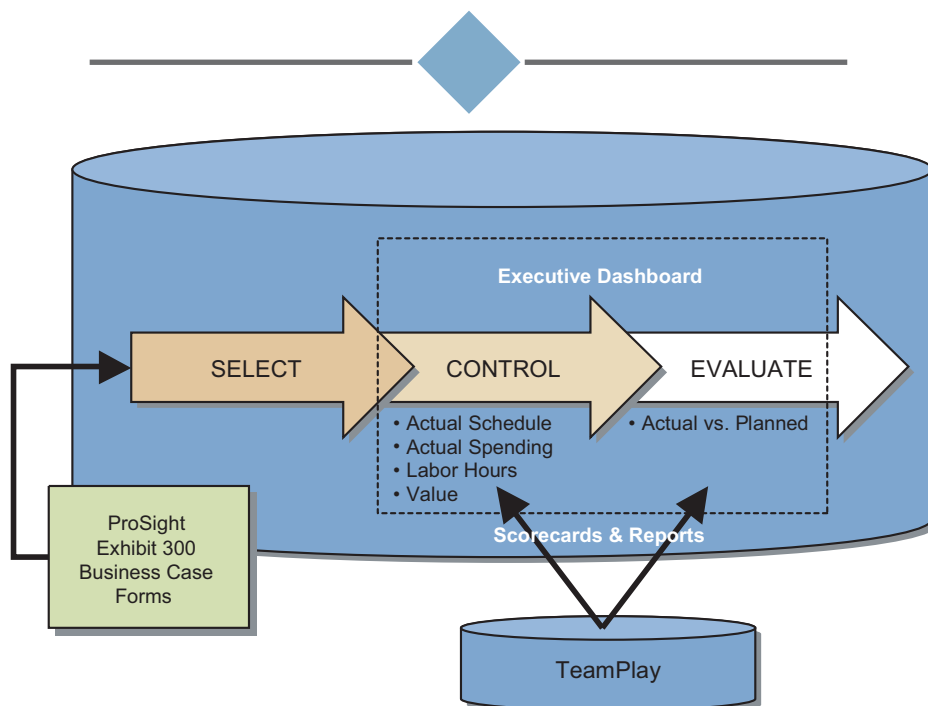
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(202) 273-8127

vavww.va.gov/oit/cio/itplanning/

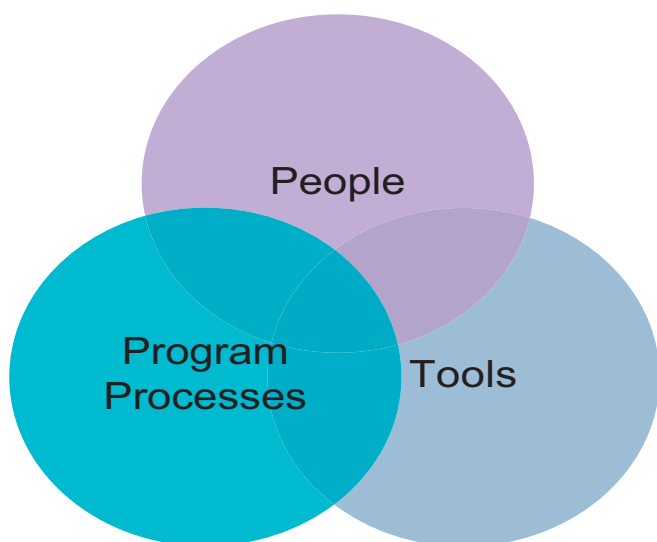
Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs



ORGANIZATIONAL PROJECT MANAGEMENT

OneVA Enterprise Program Management Office (EPMO)

The EPMO is charged with collaborating with VA administrations and staff offices to improve IT project, program, and portfolio management across the entire Department. This is being accomplished through a holistic focus on People, Processes and Tools that form a stable base on which to build a strong organizational IT project management capability.



VA Program Management Guidance Documents

- ◆ **Directive 6000:** *Department-wide policy for governing and managing VA Information Technology expenditures, projects, and portfolios of projects.*
- ◆ **OneVA Project Management Guide:** *defines the mandatory OneVA Program Management processes, procedures and artifacts for managing IT Projects within the Department.*
- ◆ **Portfolio Management Guide:** *an overview of the select, control and evaluate phases and reviews, including the integration of the IT Strategic Plan, Enterprise Architecture, security, privacy, operations, project management, budgeting, and acquisition requirements.*

What is Organizational Project Management?

The Project Management Institute (PMI) defines organizational project management (OPM) as "the application of knowledge, skills, tools and techniques to organizational and project activities to achieve the aims of an organization."

A foundation to support OPM is laid through the integration and coordination of the three core competencies shown in the figure at left. All three competencies overlap in the center to symbolize the importance of defining, implementing and continuously improving:

- ☑ *standard OPM training, development, and certification;*
- ☑ *standard OPM processes and practices; and*
- ☑ *standard OPM tools.*

This will enable the development of certified, competent project managers and team members who can employ repeatable best practices and processes that are enabled by best-of-breed tools to produce desired project results.

CONTENTS

PEOPLE	PAGE 2
PROGRAM PROCESSES PROJECT, PROGRAM, AND PORTFOLIO MANAGEMENT	PAGE 3-4
TOOLS	PAGE 5
CONTACT INFORMATION	PAGE 6

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PEOPLE

Training

VA employees involved in project management (i.e., project managers, team members, oversight review staff) must be equipped with the appropriate project management knowledge and skills. VA realizes that in order to gain these skills, staff members must be offered relevant training. As such, VA is providing a seven-course curriculum (OneVA Project Management Training Program) which will promote VA-wide project management competencies and is available in a classroom setting or on-line.

OneVA Project Management Training Program

Managing Projects

Project Leadership, Management,
and Communication

Scheduling and Cost Control

Risk Management

Quality for Project Managers

Contracting for Project Managers

Project Management Application

More information regarding VA's PM Training and Certification Program is available on VA's intranet site at:
<http://vaww.onevapmcertification.va.gov>

PM Conference

This is an annual conference hosted by VA to educate its employees on project management and promote best PM practices.

Certification

Project management certification benefits the organization by providing a pool of highly qualified individuals possessing good, solid project management skills. VA is certifying at three levels:

Level I is intended for project team members, stakeholders and project managers of small, less complex projects. To qualify, nominees must complete the first course in the OneVA Project Management Training Program, or show proof of similar training, such as completing "Leading Project Managers: A Guide to Success."

Level II is intended for project managers of complex projects. Nominees must have met Level 1 requirements, PLUS:

- (1) Have two years of project management related experience, and
- (2) Have completed the remaining six courses in the OneVA Project Management Training Program, or its equivalent.

Level III is intended for project managers of enterprise-level projects (e.g., Exhibit 300-level projects require this level of certification). Nominees must have met Level 2 requirements, PLUS:

- (1) Have been working in a project management office for two years (enterprise or project level), and
- (2) Have three years experience as a project manager, or
- (3) Have a current PMP certification from PMI, or its equivalent.

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PROGRAM

Project Management Process

VA's IT project management process is structured into logical steps separated by major decision points (called milestones), yet it also can be tailored to allow for iterative or evolutionary development and acquisition. These milestones provide the basis for comprehensive management, progressive decision-making, and authorization for funding projects in the IT Portfolio, as well as new projects and those identified as high priority, at each step in the process. (See figure below).

The project management processes are not discrete, one-time events; they are overlapping activities that occur at varying levels of intensity throughout each phase of the project. Each milestone builds upon the information provided in the previous milestone and increases in clarity.

What is Project Management?

The application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

What is Program Management?

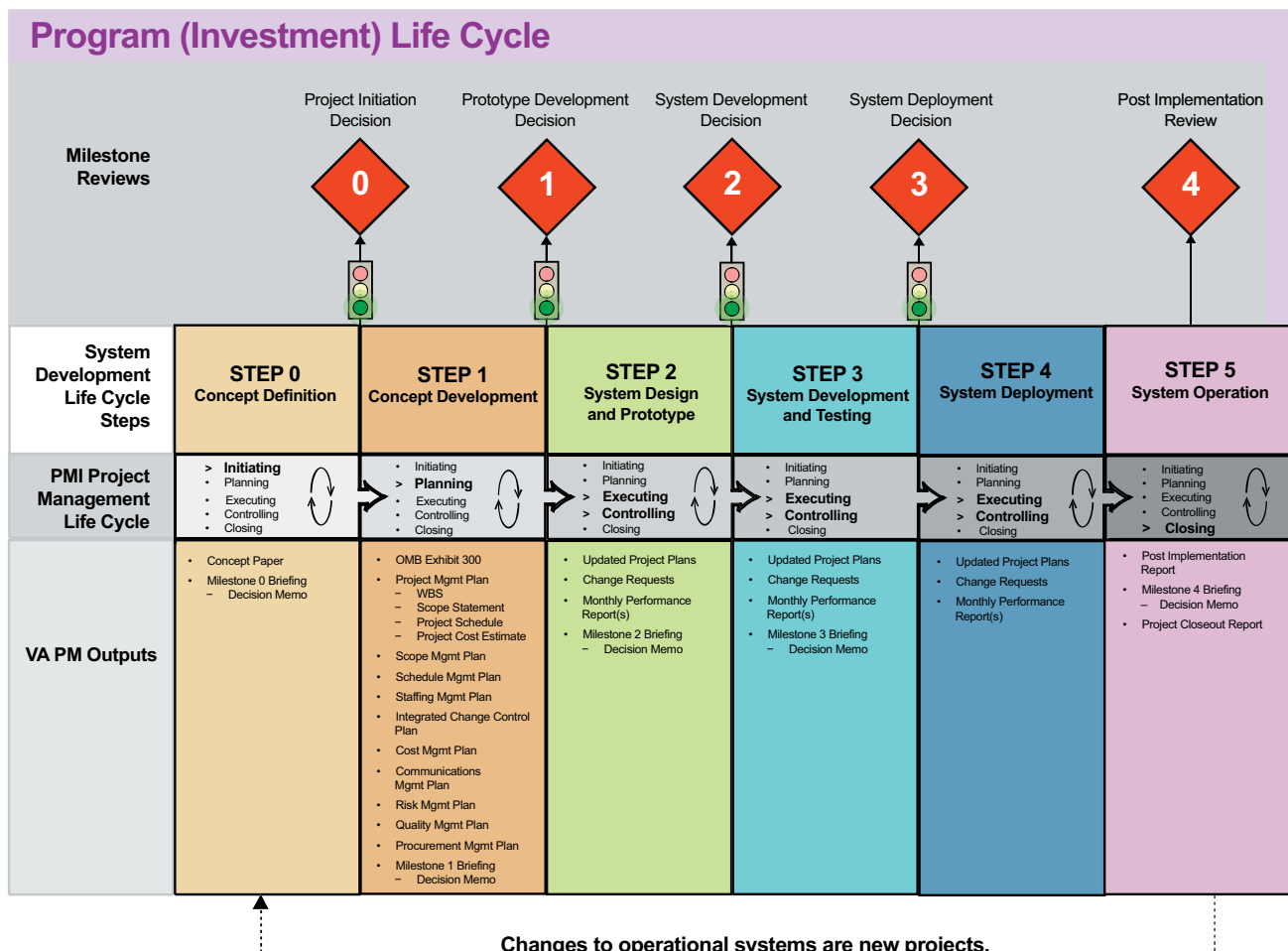
The centralized, coordinated management of a program to achieve the programs strategic objectives and benefits.

What is Portfolio Management?

The selection and support of project or project investments as guided by the organization's strategic plan and available resources.

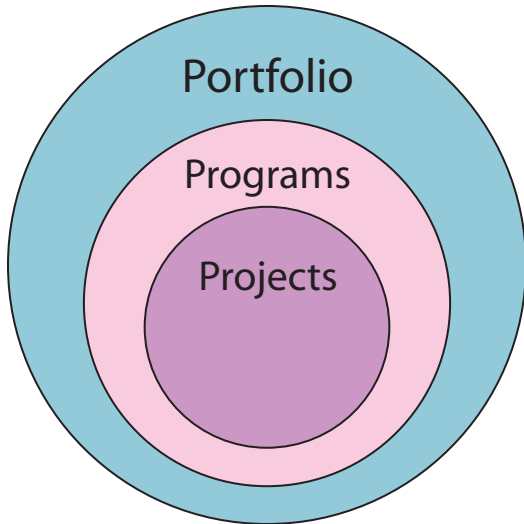
Definitions from Organizational Project Management Maturity Model by Project Management Institute

VA IT Project Management Framework



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PROCESSES



Benefits of Organizational Project Management

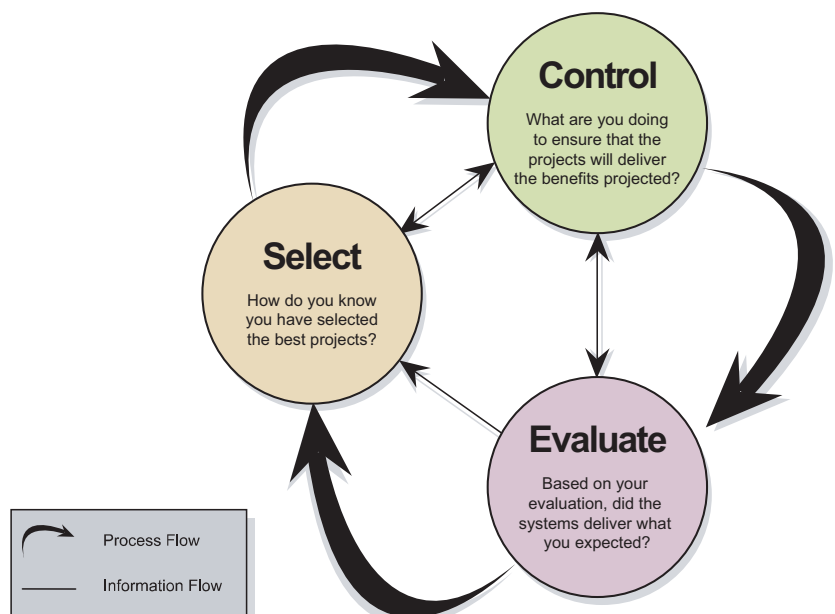
- ☑ Strengthens the link between strategic planning and execution to meet an organization's unique set of needs
- ☑ Improves management and reporting of data
- ☑ Improves probability of achieving consistent, repeatable results
- ☑ Helps define the right program requirements to meet the stakeholder's needs
- ☑ Enables effective schedule, cost, and risk management
- ☑ Provides guidance and flexibility to implement an organizational strategy through successful projects

VA Investment Review Process

VA has established an investment review and approval hierarchy. The review and approval process uses an Enterprise Information Board (EIB) to make decisions on IT investments, by selecting those projects that will be funded (i.e., **select**). The EIB is chaired by the Department's CIO/ Assistant Secretary for Information and Technology, and its members include the Deputy CIO for VA, Deputy CIOs from each administration, and representatives from VA's business and technical communities. The EIB also reviews project performance on a regular basis as the initiative progresses through the IT Project Management Framework (i.e., **control**). A post-implementation review evaluates the project's history and lessons learned to identify training requirements and knowledge to be used by future project teams to identify and mitigate risks, refine estimating parameters, and improve project management (i.e., **evaluate**).

Investment Management Life Cycle

Represents the continuous cyclical nature of the portfolio management (PfM) methodology. This approach ties an enterprise's or unit's strategic planning with an evaluation of an organization's assets and investments on a continual basis through a portfolio-centric management process.



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TOOLS

VA uses tools and techniques to gather, analyze and manage data generated by project management related processes. Primavera's TeamPlay® has been selected as the project management software for managing VA projects (i.e, OMB 300-level IT projects). TeamPlay® is a unified project process and resource management software that offers the combined benefit of managing projects, building and using standard methodologies, and efficiently leveraging resources to deliver projects on-time, on-budget, and within scope.

Primavera TeamPlay - Project Manager: WEBITEMP-NEW (Internet/ Intranet Temp for Web Implementation)

File Edit View Project Enterprise Tools Admin Help

Activities

Layout: Classic WBS Layout Filter: All Activities

Activity ID	Activity Name	Start	Finish
WEBITEMP-NEW/ Internet/ Intranet Temp for Web Imple...		12-02-03	01-26-04
M1000	Receive PIR	12-02-03	
M1010	Project End		01-26-04
WEBITEMP-NEW/RA Requirements Analysis		12-02-03	12-10-03
M2000	Conduct Project Request Review	12-02-03	12-03-03
M2010	Develop Prototype Page	12-04-03	12-10-03
M2020	Design Database	12-04-03	12-10-03
WEBITEMP-NEW/SB Software Build		12-08-03	12-16-03
M3000	Develop Code	12-08-03	12-12-03
M3010	Conduct Unit Testing	12-10-03	12-16-03
M3020	Develop Form Input Validation	12-10-03	12-16-03
WEBITEMP-NEW/1 Installation & Testing on Test Ser...		12-17-03	01-21-04
M4000	Establish WebLogon Connectivity	12-17-03	12-18-03
M4010	Test Network Connectivity in Test ...	12-17-03	12-18-03
M4030	Run WebInspect	12-19-03	12-23-03
M4040	Analyze & Resolve WebInspect Re...	12-24-03	12-31-03
M4020	Conduct User Testing	12-19-03	01-12-04
M4050	Develop Application Development ...	01-13-04	01-13-04
M4060	Obtain Signoff of ADIC	01-14-04	01-21-04
M4070	Complete Installation & Testing on ...	01-21-04	01-21-04
WEBITEMP-NEW/2 Installation on Production Server		01-22-04	01-23-04
M5000	Install Application Web Pages on P...	01-22-04	01-23-04

Portfolio: All Projects | User: oisrai | Data Date: 12-02-03 | Access Mode: Shared | Baseline: Cu

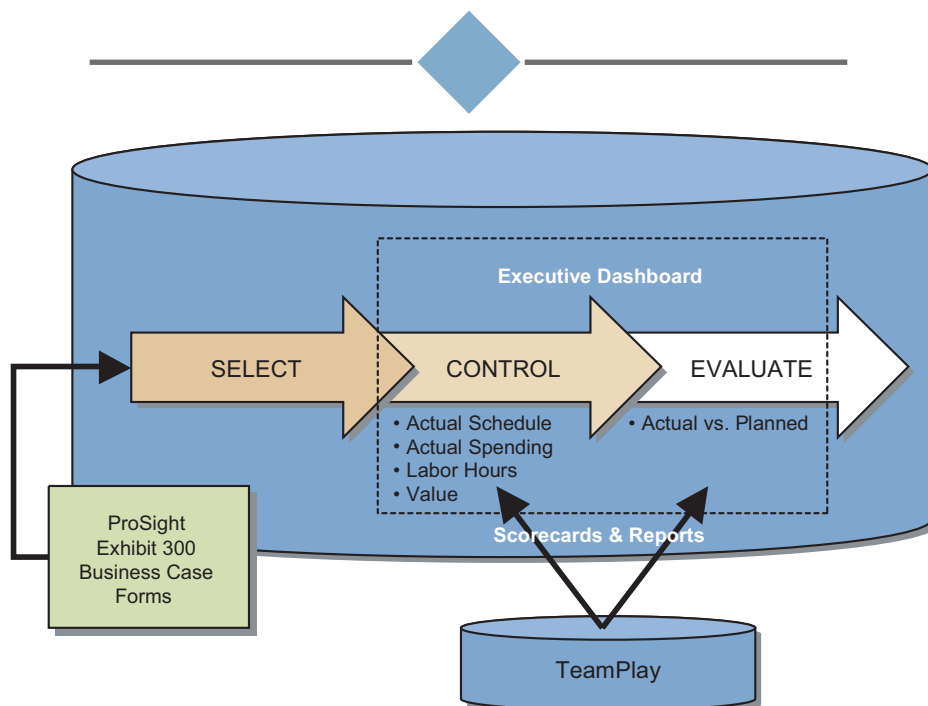
Start | Citrix(R) NFuse(TM) Class... | 3:33 PM

PM Tasks Accomplished with TeamPlay®

- ◆ Develop project work breakdown structure
- ◆ Develop a time-phased project budget
- ◆ Develop and control detailed project schedules based on deliverables and milestones
- ◆ Link schedules to budget, resources, and documents
- ◆ Track risks -- assess and mitigate risks using simulations
- ◆ Set baselines for performance measurement
- ◆ Track manpower resources and requirements
- ◆ Produce schedule Gantt and PERT charts
- ◆ Track and summarize multiple project data
- ◆ Perform Earned Value Management

Capital Asset Management System (CAMS)

CAMS offers portfolio management with a total view of all assets and initiatives across the enterprise (i.e., Information Technology, Equipment, etc.). It supports strategic and operational decision-making and offers the ability to integrate asset management information into corporate knowledge.



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CONTACT INFORMATION

Enterprise Program Management Council

An enterprise program management council (EPMC) was established in the VA to standardize project management processes across the Department. The overarching goal is to implement a common project management process, common automated tools, and standardized project manager training and certification.

The EPMC reports to the Assistant Secretary for Information and Technology (VA CIO) and has been given full authority to carry out the activities necessary to meet their goals. The group is made up of representatives from throughout VA's administrations and staff offices.

Craig B. Luigart	Chair	ADAS for Policies, Plans, and Programs
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Charles Warner		IT Oversight and Review Service
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Mary Kouloubri		Office of Management
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Rick Chapman		NCA
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Marie Causley		VBA
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Gail Hoffman		VBA
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George Monferdini		VHA
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Mairye Bates		VHA
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Judy Sine		AAC
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Where Can I Get More Information

To get more information on IT Project Management contact the Department's Office of Policies, Plans and Programs:

810 Vermont Avenue, NW

Washington, DC 20420

(202) 273-8127

vawww.va.gov/oit/cio/itplanning/

Prepared by the Office of Policies, Plans and Programs, Department of Veterans Affairs